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Canadian Coast Guard

2011-2014
STRATEGIC HUMAN RESOURCES PLAN

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Table of Contents

MESSAGE FROM THE COMMISSIONER 1

INTRODUCTION 3

ABOUT THE CANADIAN COAST GUARD 4

TRENDS AND STRATEGIC CONSIDERATIONS 5

Trends 5

Strategic Considerations 5

Snapshot of Our Workforce 7

Snapshot by Occupational Group 8

Snapshot by Age Group 9

Snapshot by Gender 9

Projected Retirements 10

Attrition 11

Temporary Employment 13

Term Appointments over Two Years 14

Official Language Representation 14

Employment Equity 15

Unions 16

In Summary 18

STRATEGY 1 — A QUALIFIED AND REPRESENTATIVE WORKFORCE 19

Where We Are 19

A Qualified Workforce 19

A Representative Workforce 20

What we will do 23

Recruitment and Staffing 23

A Representative Workforce 24

At-Risk Groups 26

Ships' Officers and Ships' Crew 26

Marine Communications and Traffic Services Officers 26

Marine Electronics Technologists 27

The Engineering Community 27

STRATEGY 2 — DEVELOP AND SUPPORT PEOPLE **29**

Where We Are **29**

Develop People 29

Support People 32

What We Will Do **36**

Training and Development 36

Orientation for New Employees 37

Official Languages Capacity 37

Canadian Coast Guard College 38

Marine Communications and Traffic Services 39

STRATEGY 3 — FAIR AND EFFECTIVE MANAGEMENT **40**

Where We Are **40**

Standard Organization 40

Public Service Employee Survey 41

Performance Review System 42

What We Will Do **44**

Standard Organization 44

Public Service Employee Survey 44

Performance Review System 45

CCG College 45

LOOKING AHEAD **47**

ANNEX A: EMPLOYMENT TENURE BY REGION (2006-2010) **48**

ANNEX B: SUMMARY OF CANADIAN COAST GUARD STRATEGIES AND COMMITMENTS **49**

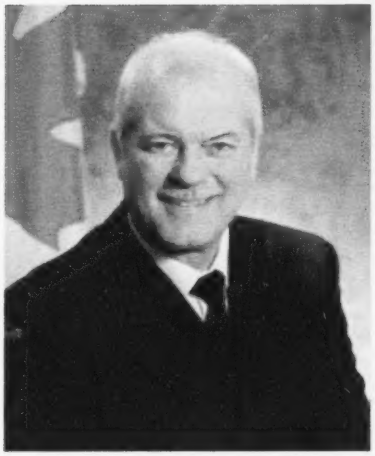
ANNEX C: 2008–2011 EMPLOYMENT EQUITY MANAGEMENT ACTION PLAN **51**

ANNEX D: CCG MANAGEMENT STRUCTURE **53**

ANNEX E: CCG REGIONAL EMPLOYMENT EQUITY TRENDS (2006–2010) **54**

ANNEX F: LIST OF ACRONYMS **55**

MESSAGE FROM THE COMMISSIONER



For the past 50 years, the Canadian Coast Guard (CCG) has been a symbol of service and safety. The women and men we call our own have not only provided years of excellence in service delivery, but have embodied the ideals the Coast Guard has come to represent.

As we are set to celebrate our 50th Anniversary in 2012, we are planning a series of events to honour our contributions to Canada as a maritime nation. However, as we celebrate our past, we must also consider our future. Greater demands for our services, a changing climate in the Arctic, advancements in technology and expectations for a greater presence in the North have set the tone for what we must strive to become.

Following significant investments in the maintenance and renewal of our seagoing assets, the CCG has entered a period of fiscal restraint. The recent Speech from the Throne announced that the Government of Canada will continue to focus on jobs and growth while working to eliminate the deficit. In today's economic climate, the CCG must think and operate more strategically, look for better ways of delivering its services effectively and cost-efficiently and examine whether technology can provide new options for its traditional ways.

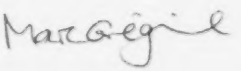
In order to overcome these challenges and achieve both our short and long term goals, we must continue to place a special focus on our greatest asset; our people. We need to ensure that we continue to have the right people, in the right place, at the right time, all while making the CCG an employer of choice for those entering the workforce.

As such, I am very pleased to present the *CCG 2011–2014 Strategic Human Resources Plan.* This three-year plan is a vital component of Coast Guard's overall strategic vision and outlines how CCG will invest in our workforce to maximize service delivery to its clients and the needs of our organization.

Apart from our fiscal challenges, the Coast Guard will be facing several other realities such as an aging workforce. The number of employees becoming eligible to retire is quickly increasing which will result in a significant loss of corporate knowledge that will need to be replenished within a short timeframe. New vessels will translate into a need for personnel with the experience and technical competency needed to operate them. And in line with our Government's priorities, CCG will be expected to provide support on the Northern Strategy and must overcome the challenges of recruiting and retaining personnel in the far North. In doing so, we must also ensure that the Coast Guard's workforce is as diverse as the Canadians we serve and increase the proportion of certain under-represented groups. Needless to say, recruitment is and will continue to be one of our main challenges.

This Strategic Human Resources Plan will help us to address many of these challenges. We will maintain the current levels of corporate knowledge through proper knowledge transfer and succession planning. We will maintain a highly skilled workforce by seeking to hire already certified and experienced personnel. We will also be updating our training equipment at the College, with new simulators being introduced into the curriculum in the fall of 2011. This will ensure our officer-cadets have the state of the art training tools they need to provide excellent service as Ships' Officers.

Human resource planning is a critical activity that allows Coast Guard to deliver the highest quality of service to Canadians. Through solid, strategic planning, we will ensure that our workforce is equipped to fulfill our mandate and support our Government in its key priorities. Our proud and dedicated people have made the Agency what it is today and will enable us to achieve our future goals.



Marc Grégoire
Commissioner, Canadian Coast Guard

Introduction

This Strategic Human Resources Plan details the three human resources strategies that are helping shape the future of the Canadian Coast Guard (CCG). We are establishing and maintaining a qualified and representative workforce, developing and supporting our people, and operating within a fair and effective management structure.

We are committed to ensuring safety and security in Canadian waters while benefiting our economy and protecting our marine environment. Our service to Canadians is characterized by professionalism, team work, integrity, quality and innovation.

The *CCG 2011–2014 Strategic Human Resources Plan* is a companion document to the *CCG 2011–2014 Business Plan*. Our commitment to integrated human resources and business planning helps ensure that the right people with the right skills are in place to achieve our business goals. As with our Business Plan, progress in achieving our human resources goals is measured and reported on through CCG's mid-year and year-end reports.

Much of the background information used to create this Plan was drawn from snapshots produced on April 1 of each year by the Departmental Human Resources Management System, and from the results of the 2008 Public Service Employee Survey (PSES). This document also benefits from collaboration between the CCG Management Board and the unions representing CCG employees.

About the Canadian Coast Guard

The CCG operates along the largest coastline in the world and oversees an inland water system stretching across 3,700 kilometres and a 3.7-million square-kilometre Canadian Exclusive Economic Zone.

As a Special Operating Agency of Fisheries and Oceans Canada (DFO), the CCG helps the department meet its responsibility of ensuring the safety, accessibility and security of Canadian waters and plays a key role in supporting the sustainability of Canada's aquatic ecosystems. Our services support the government's priorities of economically prosperous maritime sectors and northern sovereignty.

DFO's Program Activity Architecture aligns with Government of Canada priorities and features 10 CCG program activities. These are:

1. Aids to Navigation
2. Waterways Management Services
3. Marine Communications and Traffic Services (MCTS)
4. Icebreaking Services
5. Search and Rescue (SAR) Services
6. Environmental Response Services
7. Maritime Security
8. Fleet Operational Readiness
9. Shore-based Asset Readiness
10. Coast Guard College

Trends and Strategic Considerations

TRENDS

A multitude of domestic trends — demographic, political and economic — influence CCG and shape our future.

Retirements have been increasing rapidly in the federal public service since the start of the millennium, as the oldest of the baby boom generation takes its leave. According to Statistics Canada, the number of retirements in March 2007 was almost triple the number at the beginning of the millennium. About 8% of the public service workforce in early 2007 could retire immediately without penalty, and one quarter of those studied could retire by 2012. Public service retirements have increased more rapidly than those in the labour force as a whole, due in part to an older average age than among workers in the general labour force.[1]

The recent economic contraction has had some impact on the Canadian labour market. Since employment peaked in 2008, job losses have been felt, particularly in the manufacturing and natural resources sectors. The CCG will need to be imaginative and innovative if it is to recruit sufficient numbers of technically-skilled people, and will look at drawing from these sectors to recruit people with technical skills well matched to CCG jobs.

The 2006 Census revealed that Canada's Aboriginal population grew by 45% between 1996 and 2006, compared to 8% in the non-Aboriginal population. In 2010, Canada welcomed the highest number of legal immigrants in more than 50 years, at just over 280,000 permanent residents.[2] CCG will look to this potential labour pool as the Agency continues to increase the proportion of visible minorities in its workforce.

Strategic Considerations

As with all other government departments and agencies, the CCG is faced with new challenges following the introduction of Budget 2011. The CCG will improve its efficiency and effectiveness so that it can deliver services to the public within tighter financial parameters. Approximately $4.8 million in operating funds will be used to cover the scheduled 1.5% pay increases for staff. Over the coming months, CCG will make adjustments to reflect the budget reductions achieved as part of DFO's deficit reduction action plan.

Stabilizing and strengthening Canada's economy is a top priority of our Government. The Coast Guard plays an important role in facilitating commerce and helping ensure

[1] Dan Fox, Business and Labour Market Analysis Division, Statistics Canada, "Federal Public Service Retirements: Trends in the New Millennium", 11-621-M, Number 68, December 2, 2009, http://www.statcan.gc.ca/pub/11-621-m/11-621-m2008068-eng.htm (consulted on January 22, 2011).

[2] Citizenship and Immigration Canada, "News Release", http://www.cic.gc.ca/english/department/media/releases/2011/2011-02-13.asp (consulted on May 16, 2011).

our national security. We serve clients in all economic sectors: the general public, commercial shippers, ferry operators, fishers, recreational boaters, remote coastal communities and other government departments and agencies. We act upon federal maritime priorities and provide environmental and search and rescue services when emergencies occur. We support DFO programs and help manage and protect fishery resources. We support the non-military activities of other government departments and agencies, including support to maritime security activities. In cooperation with other departments, we strive to create an environment that encourages the health and longevity of our economy.

Since 2005, the Government of Canada has allocated $1.4 billion for the acquisition of 15 large vessels for Coast Guard. To maximize the value to Canadians of CCG's vessel investments, CCG works to identify the priorities for renewal of Canada's civilian fleet and has established an organization dedicated to the management and administration of complex vessel procurement projects. The organization's newly-appointed Deputy Commissioner of Vessel Procurement will ensure that CCG's vessel procurement focus and activities align with evolving government priorities.

On June 3, 2010, the Government announced the National Shipbuilding Procurement Strategy, a long-term strategic sourcing relationship between the Government of Canada and Canadian shipyards for federal fleet renewal activities. The Strategy will support the sustainable development of our domestic shipbuilding industry by allowing shipyards to invest in modern equipment and technology and to make productivity improvements, thus increasing their ability to deliver federal fleet renewal activities in a cost effective manner. The Strategy will guide Coast Guard's future large vessel procurement projects, beginning with the offshore fisheries science vessels and the offshore oceanographic science vessel, and then the polar icebreaker. The Deputy Commissioner of Vessel Procurement will oversee Coast Guard's involvement in this strategic initiative.

As the Government's civilian maritime fleet, the CCG works closely with numerous other government departments to further many aspects of the Government's agenda. The Agency has an ongoing role in support of natural resources management and Aboriginal communities, and is a key player in the implementation of the Government's Northern Strategy. In addition to working closely with other government departments such as National Defence, through the delivery of a number of essential programs and services in the North, the Coast Guard helps to demonstrate Arctic sovereignty.

Increased accessibility due to changing climatic conditions and global demand for living and non-living natural resources are driving interest and an increase in vessel traffic in the Arctic. This has increased demand for the services

CCG provides in the Arctic which, in turn, has implications for human resources planning. Like all government departments, the CCG faces staffing and recruitment challenges in the North. These include high costs and difficulty in recruiting and retaining staff for northern operations, as well as cultural, educational and structural barriers. These challenges will need to be given due consideration as the CCG plans for its future operations and role in the North.

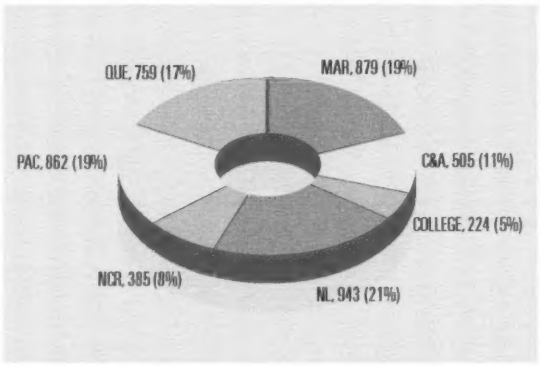
Enhancement of Canada's national security has been identified as a government priority. The Government of Canada has made significant investments across a wide range of sectors to enhance Canada's national security, including the maritime sector. CCG contributes to these efforts through the use of its vessel fleet, on-water expertise and extensive vessel monitoring systems to enhance awareness of possible maritime security threats, support on-water law enforcement and responsiveness, and enhance collaboration with departments and agencies throughout the maritime security community.

Snapshot of Our Workforce

As Graph A illustrates, the Coast Guard has 4,557 employees, the majority working across five regions: Newfoundland and Labrador (NL), Maritimes (MAR), Quebec (QUE), Central and Arctic (C&A), and Pacific (PAC). CCG is further represented in Sydney, Nova Scotia at the Canadian Coast Guard College and at its Headquarters in the National Capital Region (NCR).

Graph A

National Employment Distribution



Note: Graph A reflects a snapshot of the CCG workforce on April 1, 2010. It partially reflects the transfer of the CCGS Terry Fox and the CCGS Louis S. St-Laurent from the Maritimes Region to the Newfoundland and Labrador Region.

CCG operates 116 vessels, providing programs and services across the country, every hour of the day, every day of the year.

The proportion of seagoing (51%) to shore-based (49%) personnel has remained relatively constant over the last several years. Approximately half of CCG personnel work ashore while half work at sea. Seagoing occupations are comprised of navigation, marine engineering, logistics and electrical functions required to effectively and safely operate our vessels. Shore-based occupations include vessel management and maintenance, the coordination of SAR activities, providing environmental response, MCTS, operational support, technical services, instructional services, aids to navigation and business management functions.

Table A breaks down our workforce by tenure from 2006 to 2010. (See Annex A for employment tenure breakdowns by region, for the College and at Headquarters.)

Table A

Employment Tenure from 2006 to 2010

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	3 770	252	287	150	7	4 466
2007	3 784	332	275	146	17	4 554
2008	3 680	383	267	114	15	4 459
2009	3 770	328	263	86	18	4 465
2010	3 873	302	273	83	26	4 557

Note: Figures were tabulated on April 1 of each year. They do not include the higher number of students typically employed in the summer.

Hiring students benefits CCG, insofar as the access to a pool of educated, motivated and technically proficient short-term employees complements the existing workforce. The opportunity also benefits students by offering them hands-on work experience to add to their academic skills. Since 2006, the number of student work terms with Coast Guard has increased year over year, resulting in an increase of over 120 student work terms per year (see Table B). This type of recruitment enables CCG to deliver crucial services to Canadians and supports the Public Service Renewal Initiative. Furthermore, each CCG region delivers an Inshore Rescue Boat Service, where post-secondary students are trained to respond to mariners in distress. Approximately 160 students are hired each summer and they provide almost 40,000 hours of service per year. Upon graduation, students can be considered pre-trained personnel who are eligible for entry-level positions at CCG or elsewhere in the Public Service.

Table B

Student Employment

FISCAL YEAR	STUDENT WORK TERMS
2005–2006	208
2006–2007	283
2007–2008	309
2008–2009	322
2009–2010	337
Average Number of Work Terms	292

Note: The number of student work terms are cumulative per fiscal year.

Snapshot by Occupational Group

The Canadian Coast Guard has identified five occupational groups that are essential to service delivery to be at-risk: Ships' Officers (SO), Ships' Crew (SC), Radio Operations (RO), Engineers (EN) and Electronics Technologists (EL). Labour market pressures and specialized training and experience requirements make recruitment and retention of these groups especially challenging. As Table C shows, the majority of our workforce (63%) is made up of these at-risk groups; this proportion has seen little overall change in the past five years. The proportion of ENs has increased slightly, while the proportion of the SC, SO, RO and EL groups has dropped slightly. From 2009 to 2010, the number of executive-level (EX) employees remained constant at 54; this follows

year-over-year increases beginning in 2006, which were due to new EX positions being created for the oversight of fleet renewal and the management of vessel maintenance.

Table C

Distribution by Occupational Group

OCCUPATIONAL GROUP	2006	2007	2008	2009	2010	
SC	1 428	1 474	1 385	1 368	1 336	
SO	917	917	910	906	985	
RO	376	384	368	362	347	63%
EL	266	262	256	255	249	
EN	66	68	75	79	84	
EG	50	43	47	46	65	
CR	206	213	225	231	227	
GT	315	325	328	344	335	
GL	319	314	295	277	291	
AS	229	239	246	265	303	37%
EX	29	38	48	54	54	
LI	112	102	108	114	104	
STDNT	7	17	15	18	26	
Other	146	158	153	146	151	
Total	4 466	4 554	4 459	4 465	4 557	100%

Note: SO totals include officer-cadets and instructors working at the CCG College.

Snapshot by Age Group

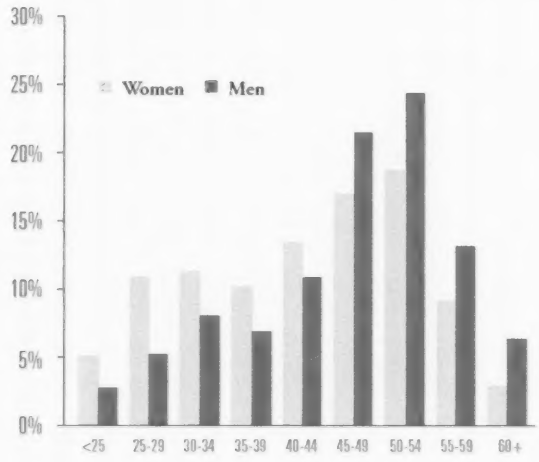
Many of the demographic challenges faced by the CCG are being felt across the federal public service. The average age of our employees is well above that of the Canadian labour market[3], with approximately 74% over the age of 40 and 42% over the age of 50. The average age of all CCG employees is 46 years, slightly higher than the public service average of 44 years.[4] The average age of the CCG seagoing population is 45 and of shore-based personnel is 47. The average age of the five at-risk groups is 45.

Snapshot by Gender

Graph B represents the ratio of women to men within each of the noted age groups. The ratio reversal as age increases demonstrates that CCG is making progress in the recruitment of women (for more details, see Graph H.1 in Strategy 1).

Graph B

Distribution by Age Group and Gender



[3] Dan Fox, Business and Labour Market Analysis Division, Statistics Canada, "Federal Public Service Retirements: Trends in the New Millennium", 11-621-M, Number 68, December 2, 2009, http://www.statcan.gc.ca/pub/11-621-m/11-621-m2008068-eng.htm (consulted on January 22, 2011).

[4] Privy Council Office, "Seventeenth annual report to the Prime Minister on the public service of Canada", March 22, 2010, http://clerk.gc.ca/local_grfx/docs/reports/17rpt-eng.pdf (consulted on January 22, 2011).

Projected Retirements

With the number of retirements increasing year over year, projected retirements have become a more heavily weighted factor in our human resources planning. According to the *Public Service Superannuation Act*, an employee can retire without penalty if he or she has reached 55 years of age and has 30 years of pensionable service, or has reached 60 years of age with at least two years of pensionable service. As Graph C illustrates, the number of employees eligible to retire increased significantly in 2010 although trends have increased consistently since 2006.

Graph C

Retirement Eligibility

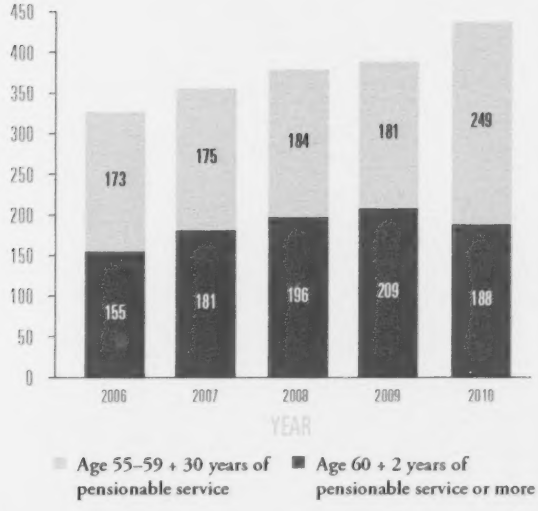


Table D shows the number of employees who will become eligible to retire each year from 2010 to 2015, highlighting each of the at-risk occupational groups.

Table D

Retirement Eligibility

YEAR	SC	SO	RO	EL	EN	OTHERS	RETIREMENT ELIGIBILITY OF TOTAL WORKFORCE
2010	35	40	9	18	2	72	176
2011	56	45	10	19	2	70	202
2012	60	36	14	10	0	66	186
2013	67	48	11	7	5	68	206
2014	45	39	12	8	1	62	167
2015	99	79	26	31	10	186	431
Total	362	287	82	93	20	524	1 368
	28%	32%	23%	37%	25%	32%	30%

Note: These figures reflect eligibility to retire rather than intent. Percentages are based on the assumption that distribution by occupational group will remain the same.

On average, 38% of employees who were eligible to retire exercised that option between 2005 and 2009. In 2009–2010, the number of actual retirements dropped slightly to 37.6% from 42% in 2008–2009. This number may increase again in future years, as the combination of those newly eligible and those who have deferred retirement become a larger percentage of our population. Baby boomers are expected to have a significant influence on this trend. In fiscal year 2006–2007, they made up two thirds of the workforce and two thirds of retirements. Baby boomers in the public service tend to retire younger (in their

late fifties), after having banked more years of pensionable service than the pre-boomers retiring in 2006–2007.[5]

At present, approximately 44% of public servants defer their retirement by an average of four years.[6] Table E shows the percentage of CCG employees, in each occupational group, who retire immediately upon eligibility. Of significance in Coast Guard's human resources planning, Ships' Officers have historically worked well beyond the point at which they are eligible to retire.

Table E

Rate of Retirements upon Eligibility

2009–2010	
OCCUPATIONAL GROUPS	RATE OF RETIREMENTS AT ELIGIBILITY
LI	23.3%
EN	0%
SO	36.8%
CR	60.0%
EG	62.5%
AS	68.8%
RO	26.7%
GT	27.8%
SC	33.7%
EL	58.1%
GL	56.7%
EX	12.5%
Other	22.2%
Average	37.6%

As the proportion of CCG employees eligible for retirement increases, retaining an effective workforce becomes more challenging. To help manage large numbers of departures, CCG could promote alternative work arrangements to retirement-eligible employees. CCG would then benefit from knowledge transfer from experienced employees to new hires. CCG will also need to provide incentives to attract and retain new hires to fill vacancies, especially in at-risk groups. Evolving technologies make it essential that these new hires are highly computer literate.

Since 2006, approximately 11% of retired Coast Guard employees return to our workforce in another capacity (such as term, casual or contract employees) after they retire. This is highly beneficial, as it allows corporate knowledge transfer to existing staff and makes available to CCG trained resources able to fully perform their duties from day one.

Attrition

Although attrition rates (including retirement rates) have remained fairly stable, 2010 rates were higher than they have been since 2006, due to higher than typical rates of retirement. Given the growing number of employees eligible to retire, this indicator will be closely monitored as attrition rates may now begin to increase year over year.

[5] Dan Fox, Business and Labour Market Analysis Division, Statistics Canada, "Federal Public Service Retirements: Trends in the New Millennium", 11-621-M, Number 68, December 2, 2009, http://www.statcan.gc.ca/pub/11-621-m/11-621-m2008068-eng.htm (consulted on January 22, 2011).

[6] Idem

For shore-based occupations, the CCG must emphasize knowledge transfer and succession planning in anticipation that it will follow this broader trend. Similarily, for seagoing occupations, particularly those requiring a certificate issued by Transport Canada, succession planning is more than simply offsetting annual attrition of Ships' Officers through the recruitment of the same number of Officers. Successful succession planning for this group relies on the accurate projection of which certificates will leave, and when, as well as ensuring that those certificates and commensurate experience can be replaced when required.

Table F shows actual attrition at CCG. These rates are based on five-year historical data and reflect both retirement and residual attrition (resignations, transfers out and deaths). Although CCG continues to face increasing rates of attrition, we have maintained a stable workforce and will continue to do so.

Table F

Actual Attrition (2006–2010)

YEAR	RETIRE-MENT	RESIDUAL	TOTAL	EMPLOYEES LEAVING
2006	2.7%	1.2%	3.9%	168
2007	3.5%	1.7%	5.2%	228
2008	2.8%	1.4%	4.2%	182
2009	3.7%	1.8%	5.5%	240
2010	5.8%	1.5%	6.3%	287

In its planning, CCG is assuming attrition rates will rise. By 2015, CCG anticipates that approximately 1,379 employees (30% of our total workforce) will have left the Agency (see Table G). This includes the potential loss of 820 employees from our at-risk groups (SC, SO, RO, EL and EN), representing 59% of total projected departures.

Table G below shows projected attrition from 2011 to 2015. Calculations do not take into account potential workforce growth or reductions.

Table G

Projected Attrition

OCCUPATIONAL GROUP	2011	2012	2013	2014	2015	TOTAL	
SC	73	71	70	64	67	345	
SO	56	54	58	57	56	281	
RO	21	19	18	17	17	93	59%
EL	21	17	13	12	12	75	
EN	6	5	6	5	4	26	
EG	3	3	3	3	3	15	
CR	17	14	13	16	13	73	
GT	26	23	22	19	23	113	
GL	24	23	25	22	17	111	41%
AS	26	24	22	22	22	116	
EX	7	9	7	6	5	34	
LI	11	9	8	7	7	42	
Other	12	12	11	10	9	55	
Total	303	283	276	260	255	1 379	100%

Note: These figures are higher than last year's projections because calculations are based on a higher rate of attrition of 6.3%.

Temporary Employment

Indeterminate employees make up approximately 85% of CCG's workforce, with the remaining 15% comprised of term and seasonal employees, casual workers and students. Short-term employment is necessary to support our increased human resource requirements during the summer season, the need to have ships with a full complement of professionally qualified officers and crew before a vessel can leave port, and our need to respond quickly to unpredictable events and conditions.

CCG continues to emphasize fairness, access, representation and transparency, as well as strategic human resources planning in its use of term, seasonal and casual employees.

Term employment of more than three months (Graph D.1) began gradually increasing at CCG in 2006. In 2008, the Clerk of the Privy Council pointed to "the excessive reliance on casual, temporary and term recruitment offers" among all government departments. The CCG strongly encourages its managers to reduce reliance on short-term measures.

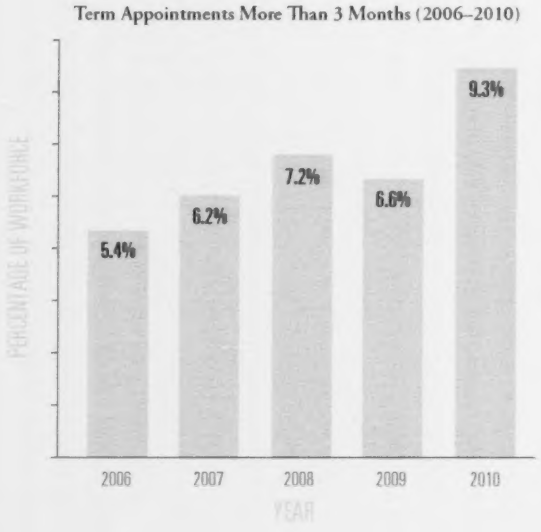
While CCG is working to shorten the duration of term employment, permanent staffing is challenging in the current environment. As a result, in 2010, the number of term appointments of more than three months increased from 296 to 426. As can be seen in Graph D.2, term employment of less than three months has dropped considerably — in 2010, there were half as many terms in this category as in 2009.

Graph D.3 demonstrates that casual employment increased from 1.9% in 2009 to 2.8% in 2010.

Graph D

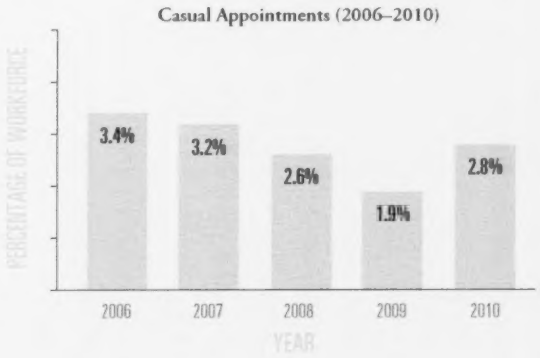
Term and Casual Employment

D.1



D.2

D.3



Term Appointments over Two Years

Out of the total term population, the percentage that are over two years has remained fairly stable since 2009 (see Table H). Permanent staffing measures are expected to significantly decrease the number of terms over two years. The CCG will continue to monitor term appointments over two years in its ongoing efforts to stabilize its workforce.

Table H

Term Appointments over Two Years

YEAR	SHORE-BASED	SEA-GOING	TERMS OVER TWO YEARS	TOTAL TERM POPULATION	PERCENTAGE
2008	22	39	61	485	12.6%
2009	20	65	85	328	25.9%
2010	29	52	81	302	26.8%

Note: Data prior to 2008 is unavailable.

Official Language Representation

As a national institution that serves all Canadians, the CCG requires a bilingual workforce. In 2010, approximately 22% of CCG employees declared French as their first language, and 78% declared English. This ratio is consistent with recent years. In 2010, the highest percentage of employees in CCG history met the linguistic profile of their positions (see Table I), demonstrating that the Agency's efforts to recruit bilingual candidates and provide language training are yielding positive results. We will continue to seek out qualified, bilingual candidates for seagoing and technical positions, and will make efforts to develop bilingual instructor capacity for the Canadian Coast Guard College.

Table I

Incumbents Meeting Requirements of Bilingual Positions

YEAR	BILINGUAL POSITIONS	INCUMBENTS WHO MEET LANGUAGE REQUIREMENTS OF POSITION	INCUMBENTS WHO MEET LANGUAGE REQUIREMENTS OF POSITION (%)
2006	715	648	91%
2007	735	685	93%
2008	739	679	92%
2009	741	715	96%
2010	756	734	97%

Employment Equity

The *Employment Equity Act (1995)* spurred a national effort to address the under-representation of certain groups in Canada's workforce. Four groups have been identified as under-represented in the federal public service: women, Aboriginal peoples, persons with disabilities and visible minorities.

In 2003, the Canadian Human Rights Commission conducted an employment equity (EE) compliance audit of DFO. In response, DFO has created a series of *Employment Equity Management Action Plans* (EE MAPs) which identify employment equity gaps, potential barriers to reducing gaps, and actions to address these barriers. During 2011, DFO will finalize a new EE MAP for 2011–2014; it will include Departmental and CCG-specific commitments.

Since 2006, CCG's overall national EE gap has decreased by 70% despite increasing workforce availability[7] estimates. This is largely due to a 94% decrease in the national EE gap for women, from 215 in 2006 to 12 in 2010.

In 2009, the CCG created and implemented the EE MAP Report Card (see Annex C). The Report Card was used in 2010 to monitor EE MAP commitments and effectively reduce barriers faced by EE designated groups.

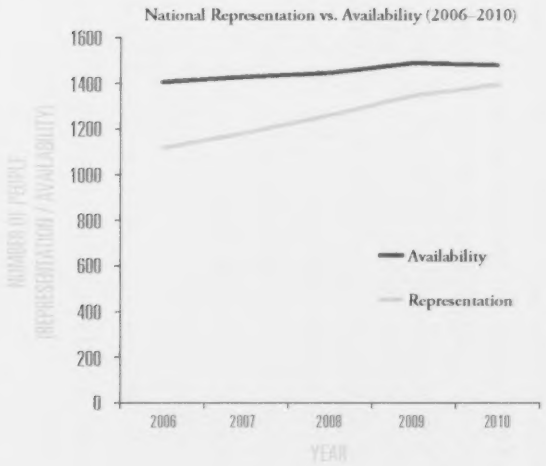
The CCG recognizes that by recruiting and portraying designated group members in promotional materials, we create a great opportunity to increase overall representation. As a result of these practices, approximately 30% of our workforce has self-identified as members of an EE group. The Department also promotes self-identification among employees as a means to encourage their involvement in making the Department a respectful and fair workplace. An Employment Equity and Self-identification Awareness Campaign was launched across DFO in January 2011 to promote EE throughout the Department and remind all employees of the importance of self-identification. Results of the campaign will be reported in the *2012–2015 CCG Strategic Human Resources Plan*.

CCG has increased overall national representation (see Graph E) by an average of 5.2% over each of the past five years. With the Deputy Commissioner of Vessel Procurement as departmental co-lead for EE, and the support of management and our employees, CCG will continue to improve representation of all groups, with particular attention on persons with disabilities and visible minorities.

[7] Workforce availability is a measure that determines the percentage of employment equity group members working in a specific occupational group. It is important to note that these numbers do not take into consideration organizational hiring opportunities.

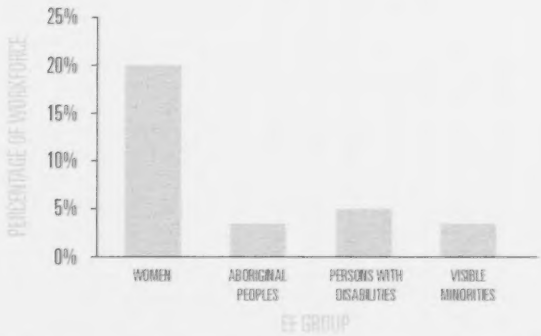
Graph E

National Employment Equity Trends



Graph F

Employees who have Self-Identified



Note: The percentage of workforce refers to employees who have self-identified and only includes indeterminate, term (more than three months) and seasonal employees.

It is important to note that representation data is retrieved from completed self-identification forms and from the PeopleSoft database, an HR management system. As self-identification form completion is voluntary, CCG may have a higher representation than indicated. Promotion of self-identification and outreach efforts to EE groups will help ensure Coast Guard's figures are a true measure of representation.

Graph F shows the percentage of CCG employees who have self-identified as members of an EE group. As of September 30, 2010, 20.1% of CCG employees were women, 3% Aboriginal peoples, 4.4% persons with disabilities and 3% visible minorities.

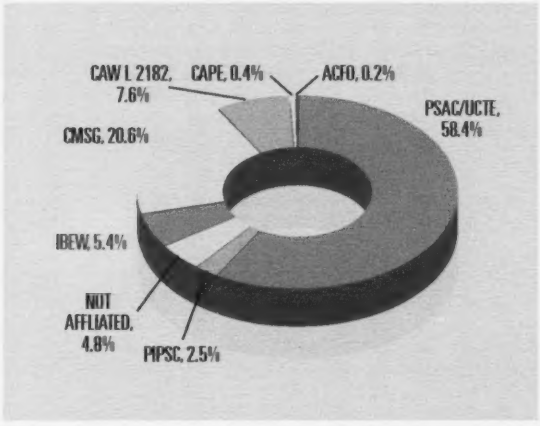
Unions

Our workforce is represented by seven unions: the Public Service Alliance of Canada (PSAC), including The Union of Canadian Transportation Employees (UCTE), a component of PSAC; the Canadian Merchant Service Guild (CMSG); the Canadian Auto Workers (CAW–Local 2182); the International Brotherhood of Electrical Workers (IBEW); the Professional Institute of the Public Service of Canada (PIPSC); the Canadian Association of Professional Employees (CAPE); and the Association of Canadian Financial Officers (ACFO).

Approximately 79% of the CCG is represented by PSAC/UCTE (including Ships' Crew) or CMSG (Ships' Officers). Graph G illustrates the percentage of employees represented by each union.

Graph G

Employee Representation by Union



Developing and maintaining effective working relationships with unions is essential to our operations. The CCG Union-Management Consultation Committee, an executive-level body, meets regularly to consult on labour relations. The CCG remains committed to working with unions, both formally and informally, to address issues and to resolve disputes and grievances.

For example, in late 2010, CCG provided technical advice to the Treasury Board Secretariat (TBS) to ensure that, over a span of just six weeks, members represented by the Program and Administrative Services (PA) and the Operational Services Groups (SV) of PSAC/UCTE were able to reach tentative agreements through an expedited collective bargaining process.

In addition, CCG actively participated in the accelerated collective bargaining process with the Treasury Board Secretariat and the PSAC resulting in a new collective agreement for Ships' Crew.

IN SUMMARY

As in previous plans, recruitment will be one of our biggest challenges. Increasing numbers of seasoned employees will be eligible for retirement, crew and maintenance staff will be needed for new vessels, and demand for our services is increasing.

We recognize that we are about to lose valuable experience and corporate knowledge, but also that employee turnover can create opportunities. We will work to improve our bilingual capacity and the diversity of our workforce through targeted hiring. Combined with our developmental efforts, we will ensure that we have skilled people in place to fulfill our mandate.

This Plan will help us integrate recruitment planning, succession planning and training strategies to address the high level of attrition we anticipate. We will also address the particular pressures associated with the five occupational groups at highest risk.

2011–2014 CCG HUMAN RESOURCES STRATEGIES

Human resources planning and management help ensure the Canadian Coast Guard is ready and able to ensure the maritime safety of Canadians and Canadian waters. Our efforts to develop and maintain our workforce are grouped into three strategies:

1. **A Qualified and Representative Workforce**
2. **Develop and Support People**
3. **Fair and Effective Management**

Commitment tables have been added to each strategy, highlighting the measurable actions to be taken. Those addressing challenges identified in the 2007 Report of the Auditor General are flagged with the acronym "AG". Those related to the Public Service Employees Survey are identified by "PSES". Commitments related to the *2008-2011 DFO Employment Equity Management Action Plan* are flagged with *"2008-2011 DFO EE MAP"*.

WHERE WE ARE

Demographic shifts continue to be the biggest single influence on our workforce as increasing numbers of experienced employees are eligible for retirement. We must, therefore, continue to focus on recruitment and succession planning.

2010–2011 ACCOMPLISHMENTS

Coast Guard completed all of its remaining commitments in the 2008–2011 EE MAP

The Operational Women's Network was developed to serve as a forum for communication among seagoing women

CCG achieved a 94% Employment Equity representation rate relative to workforce availability estimates

CCG Careers page was revamped; viewership increased by 600%

A Qualified Workforce

Key to attracting new employees to an organization is making sure potential candidates know where to find job postings. In 2009, CCG was granted authority to advertise both external and internal employment advertisements under its own banner rather than under the DFO banner. This not only increases CCG's visibility within the public service, but also helps those outside of government find CCG job postings.

CCG launched the revamped Careers page on March 31, 2010. During the first ten months following the launch, there were 420,000 page views, compared to 70,000 over the same period the year before. During the year, virtual tours of six vessels from the CCG Fleet were added to allow potential recruits to view the interior of several types of vessels and to get a glimpse of what life aboard could be like. Forty videos were posted on the web site (via a YouTube link) portraying the five at-risk groups, as well as the various services of the CCG. Some 600 photos of employees at work, our vessels and many beautiful landscapes were added to our database. Two new features have been added: the PSC widget (direct link to CCG jobs on jobs.gc.ca) on the *Apply* page; and the *Help Us Improve Our Site!* page.

In addition to the Careers page, CCG finalized and distributed across the country the new CCG Recruitment Outreach kit for use at career fairs and other outreach events. The kit provides detailed information on CCG services and programs, a booklet detailing the five at-risk groups, a poster of the CCGS Louis S. St. Laurent and the pictorial Echo. CCG hosted career-related events across the country, providing an opportunity to showcase the new outreach materials.

In the current economic environment, CCG will promote its total employment package, highlighting CCG job security, salary, benefits, pension, and learning and development opportunities.

A Representative Workforce

Employment equity groups — women, persons with disabilities, Aboriginal peoples and visible minorities — remain under-represented in certain areas of the organization. The CCG is determined to increase representation in the four designated EE groups and has included EE recruitment in Executive performance agreements, so that managers are held accountable to improve representation.

As a result, CCG has effectively reduced its employment equity gap by 70% since 2006. While the CCG now employs more members from each of the four designated groups than at any time in the past five years, representation gaps remain in certain parts of the organization. As of September 2010, approximately 30% of the CCG workforce has self-identified as members of one or more of the four EE groups. Representation at CCG is approaching overall availability, which sits at approximately 33%.

Although representation has continued to increase, the operational nature of CCG's work can make it difficult to eliminate representation gaps, particularly in the operational and technical occupational categories.

"The strongest argument for a public service career is the unique nature of what we do and why it matters."
Kevin G. Lynch
Clerk of the Privy Council

In 2010, CCG used the semi-annual report card, which was established and implemented in 2009, to effectively monitor progress on the EE Management Action Plan. The report card has helped the CCG fulfill all of its outstanding DFO EE MAP commitments. For a detailed list of these completed EE MAP commitments, including annual and ongoing commitments which are now integrated into our regular business, see Annex C.

Since 2006, CCG has made the most progress in its recruitment of women increasing representation by 20% and reducing the representation gap by 94%. This is in part attributable to revised and more accurate workforce availability estimates for seagoing women. Graph H.1 shows EE representation of women within Coast Guard compared to national availability.

To support women in their seagoing career, the Operational Women's Network (OWN) Pilot Project has been developed. This network will provide a privileged forum for communication among seagoing women. Full implementation of the Operational Women's Network is planned for fiscal year 2011–2012, assuming that a suitable technological platform can be provided to facilitate more effective communications amongst women in the fleet.

The 2006 Census revealed that Canada's Aboriginal population grew by 45% between 1996 and 2006, resulting in higher workforce availability estimates. Several factors account for this growth, including but not restricted to: demographic factors such as high birth rates; more individuals identified themselves as an Aboriginal person and, 55 Indian reserves and settlements participated in the 2006 Census, many of which did not participate in the 1996 Census as enumeration was not permitted or was interrupted before completion.[8]

While CCG has reduced the national representation gap for Aboriginal peoples by approximately 95% since 2006, evident gaps remain in certain areas of the organization (see Graph H.2). In 2010–2011, the Maritimes region focused its outreach on Aboriginal peoples, working extensively with Aboriginal communities to ensure high awareness of employment opportunities, including Radio Operators positions. Staff talked to groups and worked directly with candidates to help them complete the application process.

Adjustments in workforce availability estimates for persons with disabilities have allowed CCG to more accurately assess representation gaps for this group. Although estimates have decreased slightly over the past year, a national gap of 30 remains (see Graph H.3). In the coming year, outreach materials promoting CCG's inclusive workplace will be distributed to attract persons with disabilities as potential recruits.

Recruiting persons with disabilities remains a challenge for CCG's operational and technical functions. Building on the recently implemented *Bona Fide* Occupational Requirement (BFOR) for hearing standards, Fleet will address BFORs for vision for seagoing positions, pending Transport Canada's lead in establishing regulations for vision for seafarers.

In an effort to remove barriers to recruitment within the EE groups, especially visible minorities, CCG eliminated the Officer Training Program pre-requisite for second language knowledge for the College's 2010 fall intake session. Second language training is provided throughout the four-year Officer Training Program, ensuring graduating officer-cadets develop competence in a second official language.

The visible minority group has the lowest representation at CCG relative to WFA estimates. Representation is 76% of the estimated availability, which is a representation gap of 42 (see Graph H.4). However, in 2010 the College was successful in surpassing the representation gap for visible minorities. This will help ensure more reflective representation in the operational and technical categories in future years.

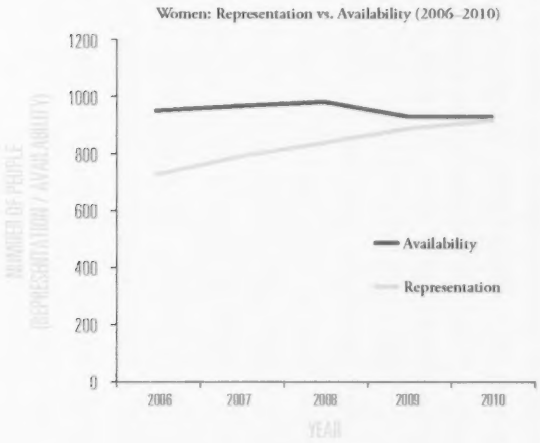
[8] http://www12.statcan.ca/census-recensement/2006/as-sa/97-558/pdf/97-558-XIE2006001.pdf

In 2011, the College will continue to work on a pilot project with the Unama'ki Economic Benefits Office in Cape Breton to forge a partnership to enhance educational and experiential opportunities for First Nations' communities. To date, this partnership has enabled the Canadian Coast Guard College to reach First Nations communities in Nova Scotia to a much greater extent than in the past. The goal of the pilot is to increase awareness and access to Coast Guard job opportunities among First Nations communities and to ensure Aboriginal peoples are more appropriately represented within the Ships' Officer occupational category in future years. Success with this partnership will assist the Coast Guard in developing strategies to work with First Nations communities.

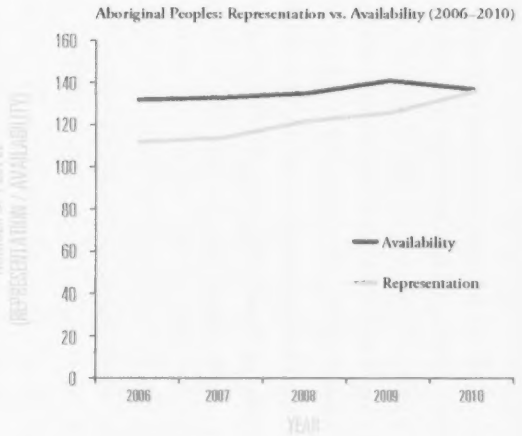
Graph H

Employment Equity Trends

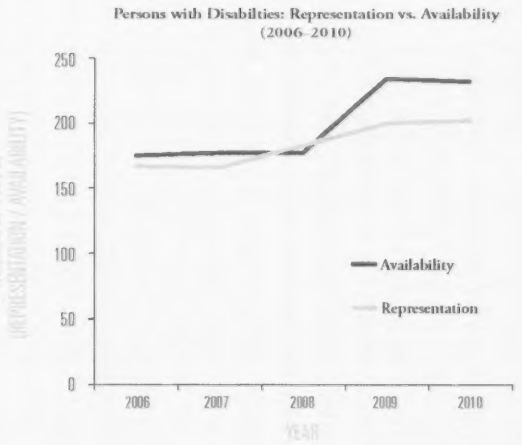
H.1



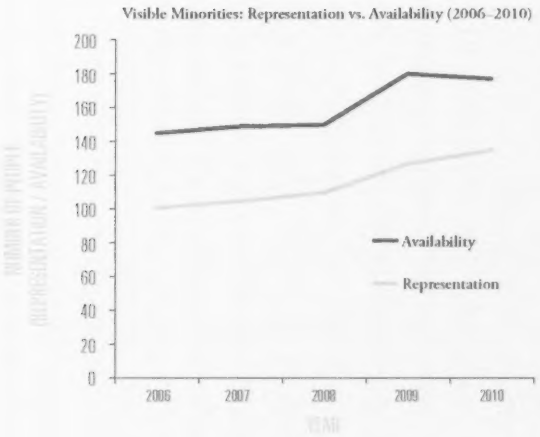
H.2



H.3



H.4



EE accomplishments are most evident at the regional level. In 2010, the Maritimes region successfully eliminated representation gaps for all groups. In addition, the Central and Arctic region, the National Capital Region, Quebec region and the CCG College reduced their overall representation gaps for Aboriginal peoples. And, although visible minorities remain the most nationally under-represented group, Central and Arctic, Quebec, Newfoundland and Labrador and the Coast Guard College have all successfully eliminated their representation gaps for this group. The National Capital Region has also made significant progress for persons with disabilities and has surpassed the workforce availability estimates by 19. See Annex E for a regional breakdown of EE trends.

WHAT WE WILL DO

Recruitment and Staffing

Demographic changes will be the biggest single influence on our workforce over the next several years, as increasing numbers of experienced employees retire or pursue careers elsewhere. In shore-based occupations, new recruits will be needed across Canada in every occupational group to offset these pending departures and to assist in succession planning efforts. Collective staffing and the use of qualified pools are increasingly important in this regard as they allow for faster staffing and give managers access to national resources. They also benefit employees, allowing them to become candidates for positions outside of the normal selection area, thus facilitating mobility.

It takes approximately 12 months to train new Marine Communication and Traffic Services Officers and such factors must be taken into account when forecasting human resources requirements.

This lesson remains particularly pertinent for our Ships' Officers, many of whom begin their career at the Coast Guard College. The Officer Training Program consists of four years of classroom study with the exception of two sea periods. Successful Officers complete the program with entry-level certification (Watchkeeping Mate or 4th Class Marine Engineer). While this program provides both technical and practical training, individuals must accumulate appropriate sea time in order

to be eligible to take the exams required for higher certification. It typically takes from eight to ten years to achieve the highest level of certification (Master Mariner or First Class Marine Engineer). Therefore, in CCG Fleet it is not only a question of replacing retiring officers with new officers; it is replacing certificates lost through attrition. Hence, there are time considerations that prove to be challenging in succession planning.

Officer Training Program recruitment activities focus on creating awareness of the Coast Guard College and its programs through strategic advertising investments aimed at under-represented regions, and by targeting designated groups where gaps exist between labour force availability and labour force participation (for example, First Nations communities).

The increase in the College's annual officer-cadet intake for the Officer Training Program which began in September 2010 will continue in 2011. This target is adjusted annually to satisfy workforce needs.

The Careers page, launched in 2009–2010, was revamped in 2010–2011. The CCG Careers page has been identified by DFO Communications as a 'best practice' for departmental websites. It has been rated very positively for its readability, its integration of interactive elements and for the organization and structure of its various elements. As previously mentioned, in the first ten months since its launch, viewership has increased six fold. Ongoing monitoring of page views, along with an evaluation in 2012, will allow for a comprehensive assessment of the CCG Careers site.

COMMITMENT	DRIVER	LEAD
2011–2012		
Evaluate effectiveness of the revamped Careers Page		***DG, IBMS***

A Representative Workforce

We will continue our efforts to fulfill EE MAP commitments by working to attract and retain a diverse and representative workforce and by using recruitment tools to target regions and specific occupational groups where gaps exist. At the same time, we will also work closely with DFO colleagues to develop the 2011–2014 EE MAP. Furthermore, CCG will work in collaboration with DFO and the Canadian Human Rights Commission to provide all necessary documentation required for the departmental EE audit which was launched in February 2011.

Coast Guard will continue to support women SC candidates by paying for Marine Emergency Duties Training. We will continue efforts to reduce the gap between representation and availability for women and Aboriginal peoples within the SC occupational group, particularly those working in a deck or engine room position.

Through targeted efforts in the area of succession planning, including but not limited to developmental and advancement opportunities, the CCG will make efforts to ensure that members of designated groups are retained, and that they realize advancement opportunities within their chosen field.

The CCG's overall EE representation has increased by an average of 5.2% each year over the past five years, although a slight decrease in external hiring in 2009–2010 resulted in a slightly lower representation increase of 3.5%. It is anticipated that the EE awareness and self-identification campaign, launched by DFO in January 2011, will help CCG achieve an increase in representation by October 2011.

In addition, DFO has begun an employment systems review which, by identifying barriers, will show where further effort is needed to improve representation. These efforts will help CCG continue to be a respectful and welcoming workplace that employs people as diverse and representative as the population we serve. Through the EE MAP report card, we will continue to monitor our progress.

COMMITMENT	DRIVER	LEAD
2011–2012		
Implement CCG commitments stemming from the new 2011–2014 DFO Employment Equity Management Action Plan	***EE MAP***	***CCG MB Members***
Implement the Operational Women's Network	***EE MAP***	***DG, Fleet***
Participate in the Aboriginal Bridging Pilot Project to recruit students into the Canadian Coast Guard Officer Training Program	***EE MAP***	***ED, College***
2012–2013		
Implement CCG commitments stemming from the new 2011–2014 DFO Employment Equity Management Action Plan	***EE MAP***	***CCG MB Members***
Implement the Aboriginal Bridging Pilot Project into the Officer Training Program	***EE MAP***	***ED, College***
2013–2014		
Implement CCG commitments stemming from the new 2011–2014 DFO Employment Equity Management Action Plan	***EE MAP***	***CCG MB Members***
Evaluate and report on the success of the Aboriginal Bridging Pilot Project for consideration in future recruitment strategies	***EE MAP***	***ED, College***

At-Risk Groups

CCG's at-risk groups (SO, SC, RO, EN and EL) make up 63% of our workforce and are essential to our operations. Labour market pressures and specialized training and experience requirements make recruitment and retention of these groups especially challenging.

Ships' Officers and Ships' Crew

Like other at-risk occupational groups at CCG, there are challenges in recruitment, retention and succession planning of SOs and SCs. To aid in these areas, one strategy elaborated on in last year's Strategic Human Resources Plan is to tap into a previously overlooked source of mid-range engineering certificates by developing individual training requirements for qualified Ships' Crew who possess a Fourth Class Motor certificate so that they are able to attain a Third Class Motor certificate.

The Ships' Crew Certification Program has established training modules to assist SCs in obtaining their 3rd Class certificates in a one- to two-year timeframe. This strategy will provide the flexibility we need to bring in mid-range certificates while providing career progression for our SC personnel.

COMMITMENT	DRIVER	LEAD
2011–2012		
Implement the Third Class Engineer Certification module of the Ships' Crew Certification Program		***DG, Fleet***
2012–2013		
Continue implementation of the Third Class Engineer Certification module of the Ships' Crew Certification Program		***DG, Fleet***
2013–2014		
Conduct analysis on additional certificate training opportunities through use of the Ships' Crew Certification Program		***DG, Fleet***

Marine Communications and Traffic Services Officers

CCG is the sole employer and trainer of Marine Communications and Traffic Services (MCTS) Officers in Canada. Recruitment and training of individuals who are interested in a career as an MCTS officer is critical to ensure the continuity of service delivery.

CCG's MCTS Officer *ab initio* program ensures that recruits into this program receive standardized up-to-date training. The program is designed for new recruits who have no previous experience in this field. In a typical year, the *ab initio* program accepts 25 candidates. The graduation rate is approximately 86%, which is very encouraging given the fact that the MCTS Officers (Radio Operations) are one of the five at-risk groups.

In the coming year, CCG will focus its efforts on implementing the workload study recommendations and defining a vision for the program's future. As a result, the review of the *ab initio* program will be deferred so that those critical factors can be taken into account when the review is conducted.

To ensure that CCG has a qualified pool of MCTS Officers in the future, MCTS continues to use a national pool of partially-assessed candidates to fill training positions. In 2010–2011, the CCG conducted a national recruitment process for both English and bilingual positions; the national pool will be valid until April 2013.

COMMITMENT	DRIVER	LEAD
2012–2013		
Review the MCTS *ab initio* development program		***DG, MS***
2013–2014		
Develop an action plan with a view of implementing recommendations of the MCTS *ab initio* development program		***DG, MS; ED, College***

Marine Electronics Technologists

The Marine Electronics Technologists (EL) community has seen many departures over the past five years, owing largely to retirement. However, CCG has successfully maintained its EL workforce through the Marine Electronics Development (MELDEV) Program. Through MELDEV, new ELs are hired at an entry level. Program participants acquire experience, knowledge and skills through formal training and work assignments until they qualify for a working-level position, usually attained in 36 months.

Employees were hired into the MELDEV Program in 2009–2010 and are expected to finish in 2011–2012. A national collective selection process was conducted in 2010–2011, and 15 new ELs were hired across Canada as a result. We intend to continue hiring new ELs in 2011–2012.

The Engineering Community

CCG employees in engineering functions range from university-trained engineers, naval architects eligible for membership in a provincial association of professional engineers, engineering technologists and engineering technicians. The Agency also employs marine engineers (both seagoing and shore-based), many of whom have received their training at the CCG College and are certified by Transport Canada.

Within CCG, most university-trained engineers who are employed in their capacity as professional engineers and naval architects belong to the EN occupational group. Our seagoing marine engineers are classified under the Ships' Officer (SO) group and many are graduates of the CCG College Officer Training Program. Shore-based technologists and technicians typically belong under the GT or EG groups, while seagoing engine room technicians and assistants are in the Ships' Crew (SC) group.

In 2007, the Auditor General of Canada recommended the creation of a Vessel Maintenance Management Review. Implementation of the Vessel Maintenance Management Program and improvements to the life cycle asset management program for shore-based infrastructure will also drive the need for more engineers, technologists and technicians. It is expected this implementation will require approximately 25 to 30 marine engineers. These marine engineers will be drawn from the existing seagoing cadre, adding to Fleet's challenge to find replacements with requisite certification to meet regulatory vessel manning requirements.

In 2009, CCG conducted a gap analysis to help project its engineering needs. This analysis, combined with implementation of the CCG Standard Organization (see Strategy 3), highlighted the need for marine engineers to work in certain shore-based positions, at headquarters and in the regions, where they apply their expertise and attain the requisite professional certification.

Much of the growth at CCG over the next 20 years will be to further the work of vessel procurement. With an authorized budget of just over $1.4 billion, and a recognized need for additional investment, shipbuilding is becoming a major activity.

Our recruitment challenge will intensify in the future, as our requirement for engineers (university- and college-trained) increases significantly. For the next several years, we will focus our recruitment, mentoring, training and coaching on university-trained engineers (naval architects, mechanical engineers, electrical engineers) and marine engineers.

BENEFITS FOR EMPLOYEES...

Opportunities are offered to employees to pursue developmental and career advancement and collective staffing pools allow employees to be considered for positions outside of the normal area of selection.

BENEFITS FOR MANAGERS...

More avenues to attract and retain highly skilled employees to positions within the Agency.

BENEFITS FOR THE ORGANIZATION...

The Careers page ensures better visibility for the Agency, creating opportunities to attract highly-skilled candidates, retain corporate knowledge and maintain a stable workforce.

WHERE WE ARE

Investments in people are essential if CCG is to deliver programs and services of the highest standard. Training is performed throughout the organization with core national educational programs provided by the Canadian Coast Guard College.

2010–2011 ACCOMPLISHMENTS

93% of all shore-based employees had a learning plan for 2010–2011

CCG implemented a Framework for Developmental Language Training

Developed a National CCG Orientation Program

Evaluated the national Leadership Development Pilot Program

Develop People

The Performance Review System (PRS) was put in place in 2008–2009 to ensure that employee development is a priority shared by managers and employees. CCG continues to monitor and promote regular performance reviews and learning plan development. Individual Learning Plans (ILPs) present an excellent opportunity for CCG managers and employees to have discussions centered on organizational objectives, career management and learning needs as they link to the performance objectives.

Approximately 93% of shore-based personnel and 75% of seagoing personnel prepared ILPs for 2010–2011. The operational realities of work at sea and the transition to a new PRS reporting structure affected seagoing completion rates. See Table J for a breakdown of completion rates for shore-based and seagoing personnel by region.

Over the last two years, CCG collaborated with managers, employees and unions to create a new learning and development framework. The Framework for Continuous Learning and Development has been published on the intranet and communicated to all employees. Working within this framework, CCG has placed an added emphasis on the importance of continuous learning and development to ensure that, as employees depart and arrive in the years ahead, we will maintain a skilled and knowledgeable workforce. This framework will continue to be reviewed, and its recommendations implemented accordingly.

The Canadian Coast Guard is committed to being a learning organization by the continuous improvement, growth and development of its employees.

— Framework for Continuous Learning and Development

Table J

SHORE-BASED			
REGION	EMPLOYEES IN INDETERMINATE AND TERM POSITIONS FOR OVER 6 MONTHS	EMPLOYEES WITH A LEARNING PLAN FOR 2010–2011	
		NUMBER	PERCENTAGE
NL	356	317	89%
MAR	348	348	100%
QUE	326	272	83%
C&A	303	273	90%
NCR	328	326	99%
PAC	451	430	95%
CCG College	90	89	99%
Total	2 202	2 055	93%

SEAGOING			
REGION	EMPLOYEES IN INDETERMINATE AND TERM POSITIONS FOR OVER 6 MONTHS	EMPLOYEES WITH A LEARNING PLAN FOR 2010–2011	
		NUMBER	PERCENTAGE
NL	692	466	67%
MAR	436	380	87%
QUE	369	292	79%
C&A	239	158	66%
PAC	546	416	76%
Total	2 282	1 712	75%

Note: Numbers are cumulative and based on the total number of employees who had an ILP in the fiscal year indicated.

In recent years, CCG has made significant improvements in regard to official languages. Since 2007, Fisheries and Oceans Canada has received a good overall rating on the Commissioner of Official Languages Annual Report Card — CCG has contributed to this achievement.

In January 2011, the CCG Framework for Developmental Language Training was launched. The Framework will further efforts to actively promote the use of both official languages by providing guiding principles and criteria for assessing requests for language training. It will ensure the fair, transparent and equitable management of language training for career development purposes. Applications for developmental language training will be sought on an annual basis and will be approved by a governance committee, either the Directorate Executive Board in the NCR or the Regional Management Board in the case of regional applications.

CCG is committed to promoting linguistic duality and working environments in all regions that are conducive to the use of both official languages. While most of those in management-level positions are bilingual, many

who aspire to these positions require further language training. The CCG continues to focus on enhancing its bilingual capacity by addressing this particular challenge.

Significant effort is expended to ensure that employees meet the language requirements of their positions. In 2010, the Canadian Coast Guard invested approximately $475,000 in language training, exclusive of employee salaries. CCG must ensure that it continues to be proactive in creating language training opportunities for individuals who aspire to become future CCG leaders, especially in regions. Employees who wish to consider career opportunities across the CCG are encouraged to work on their language skills.

The Seagoing Personnel Career Development Initiative continues to be an effective means of providing learning, training and leadership opportunities to seagoing employees. The advantages of this program are twofold. Fleet Management benefits onshore from the seafarers technical expertise while seagoing employees gain increased shore-based management experience required to advance in their careers.

The national Leadership Development Pilot Program was launched in 2007 as a two-year program across five regions, and continued successfully until 2009. In addition to developing leadership skills, the program has given participants broader knowledge of the Canadian Coast Guard and its directorates, provided an opportunity to network, and helped participants better understand higher management decision making. In 2010–2011, the pilot program was evaluated and deemed highly successful. Management Board has therefore approved the continuation and expansion of the Leadership Development Program across the Agency.

Support People

Orientation for New Employees

Coast Guard developed a national Orientation Program for New Employees in 2010–2011. This investment allows new recruits to integrate into the organization more quickly. The program will be hosted on-line using a media player. It includes an introduction to CCG that is fully narrated and incorporates videos, photos, graphic elements and closed captioning in both official languages; a 'Survival Guide' for new employees; a 'Toolkit' for managers; and a Welcome Message from the Commissioner. To meet the needs of seagoing staff who do not have ready access to internet, CCG will make the entire Orientation Program available on CDs. The program will also be suitable for use in a classroom setting where new employees can participate in a group session. This will facilitate the addition of other orientation activities to the presentation, such as guest speakers, question and answer sessions, and visits to CCG installations and vessels.

Although CCG invests millions of dollars each year in training, capturing associated costs (i.e. overtime, backfilling, etc.) is difficult and hampers our ability to get a complete picture of training-related expenditures. CCG reviewed training and development expenditures from the past three years to identify trends, shortfalls and changing needs and to provide a better understanding of component costs (tuition fees, disbursements, travel and materials) so that investment baselines and best practices can be established.

While we are still working to improve our reporting system, Table K quantifies CCG's investment in employee training by region. In 2010–2011, training and development-related expenditures totalled approximately $5.8 million. On average, this represents $1 272 per employee, which is approximately the same as in 2009–2010. These expenditures included seminars, conferences, tuition fees, memberships to professional organizations and travel costs related to training. In addition, the costs associated with operating the CCG College totalled $10.9 million. Employee training investments combined with College operations totalled $16.7 million.

Table K

Investments in Employee Training by Region (in thousands of dollars)

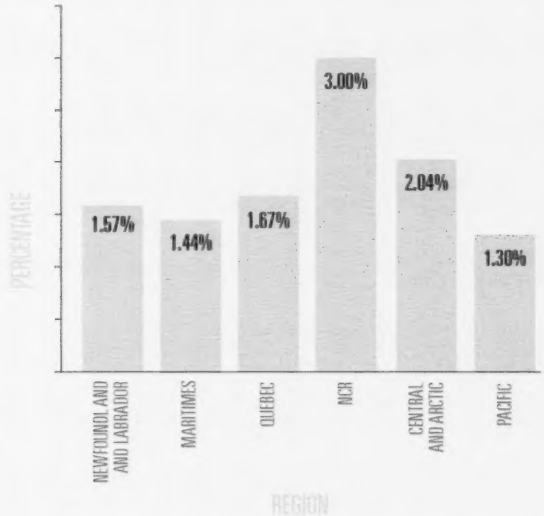
REGION	2006–2007	2007–2008	2008–2009	2009–2010	2010–2011
Newfoundland and Labrador	722.9	645.3	704.6	529.4	917.9
Maritimes	712.3	688.3	690.4	957.4	725.0
Quebec	766.4	535.2	570.8	767.1	748.0
Central & Arctic	659.2	457.4	751.5	767.4	720.0
Pacific	783.9	600.0	782.0	949.4	780.5
NCR	573.4	522.8	463.4	674.8	1 005.9
College (i.e. training related expenditures)	471.1	390.0	279.4	823.9	917.3
Sub-Total	4 689.2	3 839.0	4 242.1	5 469.2	5 814.6
College (i.e. training institution excluding training related expenditures)	12 024.3	12 105.4	11 480.1	10 922.9	10 947.1
Total	16 713.5	15 944.4	15 722.2	16 392.1	16 761.7

Note: Figures for regional training weeks are included in these totals. NCR training costs include Integrated Technical Services' requirement to purchase new equipment for training purposes and Fleet's expenditures for workshops and language training in fiscal year 2010-2011.

Graph I represents a regional breakdown of training investments as a percentage of salary for 2009–2010.

Graph I

Training as a Percentage of Salary



The Canadian Coast Guard College exists to satisfy Coast Guard's very specific operational training needs in the areas of search and rescue, environmental response, ice operations, vessel traffic management, marine communications, and electrical and electronic systems maintenance. In addition to previously mentioned investments in training, CCG will also spend $12.3 million through its College's operating budget in 2011–2012. This will cover the salaries of the officer-cadets, managers, instructors and support staff, as well as costs related to program delivery, campus services, student affairs, training materials, library, computer services, food services, water-front facility, machine shop, etc.

Training is also organized and offered on a regional basis. For example, the Pacific Region hosts an annual Professional Development Week, offering a wide range of training programs and courses tailored to the Individual Learning Plans of the region's staff. Professional Development Week has proven to be a very successful initiative; it is cost effective and appreciated by participating staff.

CCG recognizes that learning and development extends beyond the classroom to include cost-neutral activities such as job shadowing, mentoring and on-line training courses. Short-term acting appointments can also be strategic investments — they help prepare employees to participate in competitions for advancement and will ultimately aid in CCG's succession planning. Acting appointments allow CCG employees to gain knowledge at progressively higher levels. By encouraging managers to monitor the length of these appointments and to use mechanisms such as rotational acting appointments, it will be possible for a larger number of employees to gain much needed corporate knowledge.

Plans to oversee acting appointments, such as DFO's July 2009 directive to eliminate all such appointments over 36 months in vacant positions, were put in place and a monitoring system helps to ensure appointments are used in a transparent manner and that more permanent staffing measures are used for longer-term vacancies.

As Table L illustrates, between 2006 and 2010, there was an overall reduction in the number of acting appointments in excess of one year relative to the CCG population.

Table L

Acting Appointments over One Year in Duration

YEAR	SHORE-BASED	SEA-GOING	NUMBER OF ACTING APPOINT-MENTS	TOTAL POPULA-TION	PERCENT-AGE
2006	139	195	334	4 309	7.8%
2007	100	227	327	4 391	7.4%
2008	112	151	263	4 330	6.1%
2009	92	184	276	4 361	6.3%
2010	120	161	281	4 448	6.3%

Acting appointment trends over the past five years are illustrated in Graphs J.1, J.2 and J.3. As Graph J.1 shows, acting appointments of one to three years increased only gradually. This increase may be a result of higher attrition rates creating more vacancies, delays in staffing actions that resulted in extended acting appointments or efforts to meet medium-term needs created by Economic Action Plan funding for the acquisition and repair of vessels. As permanent staffing is difficult in the current environment, increased acting appointments may continue.

Graph J.2 shows that acting appointments of three to five years peaked in 2006 and have since gradually declined.

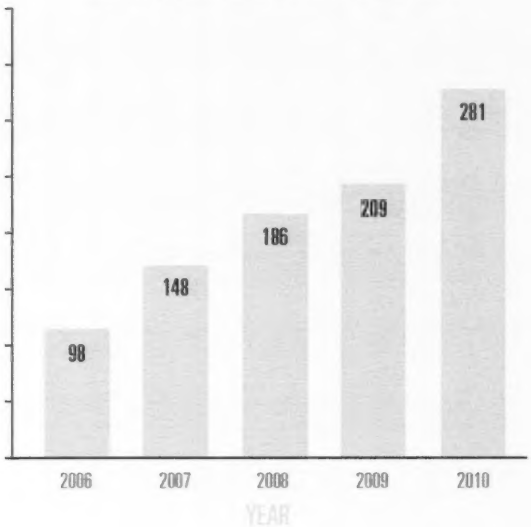
Graph J.3 demonstrates that the number of acting appointments of more than five years has decreased significantly since 2006. This can be attributed, in part, to commitments in Executive performance agreements to reduce long-term acting appointments.

Graph J

Acting Appointments

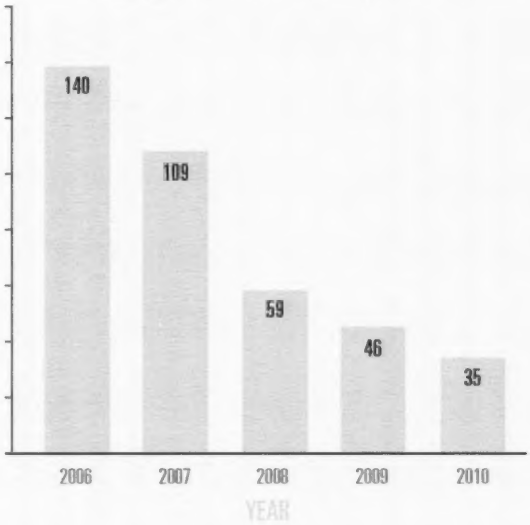
J.1

Acting Appointments 1-3 Years (2006-2010)



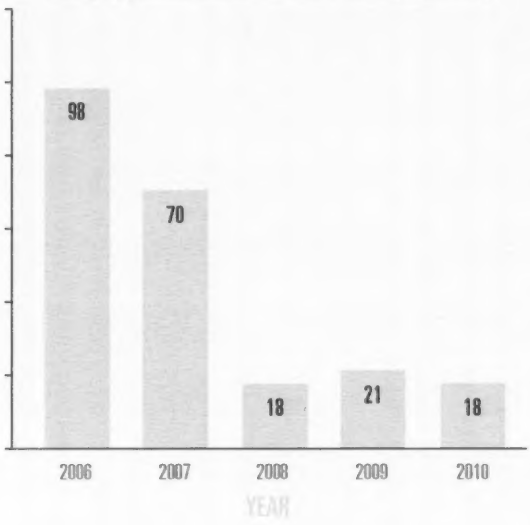
J.2

Acting Appointments 3 to 5 Years (2006–2010)



J.3

Acting Appointments More than 5 Years (2006-2010)



WHAT WE WILL DO

Training and Development

Efforts to clarify training and development expenditures will continue and transparency in training budgets will be an ongoing management practice. The intended result is improved planning tools that allow managers to create realistic annual budgets and that encourage staff at all levels to make use of training allocations.

In order to ensure that Fleet resources are used effectively and CCG's approved Crewing Standard is met, gaps in seagoing employees' training and certification have been identified. These gaps are presented in the National Seagoing Personnel Training Plan.

Due to the success of the national Leadership Development Pilot Program, a decision has been made to extend the program to 2014. In addition, the program will be expanded to include the Canadian Coast Guard College and the National Capital Region, making more leadership development opportunities available to CCG employees throughout the Agency.

Regional training initiatives will also continue. For example, the Pacific Region will host the 13th annual Professional Development Week in October 2011. Approximately 60 courses will be offered to over 500 staff members. Offerings range from mandatory training such as Occupational Health and Safety and Helicopter Slinging to non-mandatory training such as Pre-Retirement Planning and Writing Skills for Leaders.

COMMITMENT	DRIVER	LEAD
2011–2012		
Develop the expansion of the Leadership Development Pilot Program to include the Canadian Coast Guard College and the National Capital Region	***PSES***	***AC, NL***
2012–2013		
Implement the expanded Leadership Development Program	***PSES***	***CCG MB Members***

Programs for Engineers

Recent studies point to a need for additional engineering capacity within CCG, both university-trained engineers and naval architects, and seagoing and shore-based marine engineers. This spurred the creation of an Engineering Workforce Solutions Action Plan to explore recruitment options and guide development of an Engineering Professional Development Program. With approval of the Engineering Professional Development Program, eight of 10 action plan deliverables will be complete. It is expected that the program will be approved and implemented in 2011–2012. Of the two remaining deliverables, it is expected that the outline and action plan for an ENG-03 Coaching and Mentoring Program will be approved in 2011.

Development of a Professional Development Program for Marine Engineers is ongoing; when complete, the Program will be consistent with the CCG Standard Organization.

Project Management Community Mentoring Program

For the procurement, refit, and maintenance of Coast Guard's fleet and shore-based assets, Coast Guard needs Project Managers with extensive expertise in the management of complex and multi-million dollar investment projects. To support the professional development of Coast Guard's senior employees who wish to develop their project management skills, the Integrated Technical Services (ITS) Directorate and Vessel Procurement Sector will implement a Project Management Mentoring Program. The program will support employees who demonstrate an interest in becoming a Deputy Project Manager. It will include structured and monitored project management mentoring, practical exercises, and the opportunity for on-the-job experience by working with a Deputy Project Manager on a current project.

COMMITMENT	DRIVER	LEAD
2011–2012		
Implement ENG-03 Coaching and Mentoring Program		***DG, ITS***

Orientation for New Employees

Orientation is an integral part of employee integration and retention. Getting a new employee off to a good start can make a significant difference in how welcome they feel and how effectively they do their job. The on-line, multimedia CCG Orientation Program provides an engaging orientation experience, giving new employees an understanding of the context for their work and how they fit into the organization.

COMMITMENT	DRIVER	LEAD
2011–2012		
Launch the CCG Orientation Program for new employees		***DG, IBMS***

Official Languages Capacity

CCG is taking innovative steps to ensure it embraces Canada's linguistic duality and respects *Official Languages Act* obligations. In 2010–2011, CCG developed a structured approach to dealing with requests for developmental language training. Fair, transparent and equitable management of language training must be balanced against CCG operational and financial constraints.

In addition, we are strengthening second-language training capacity at the CCG College so that future CCG Officers have a strong foundation in both official languages.

For example, trainees are placed in work environments which function in their second language, thus encouraging development of second-language skills. While second language studies are no longer a prerequisite for entry into the Officer Training Program, because they were identified as a barrier to EE groups, second language training will be integrated into the four-year course of studies. In 2010, the College offered "on jase" conversational lunch-time and evening classes for employees at the beginner, intermediate and advanced levels. The College plans to continue this training into 2011. Discussions are underway to provide a five-week language training program during the summer months to College and other federal government employees.

COMMITMENT	DRIVER	LEAD
2011–2012		
Provide opportunities to improve College employees' official language competencies		***ED, College***

Canadian Coast Guard College

The Canadian Coast Guard College offers programs in four streams: CCG Officer Training Program (CCGOTP), Marine Communications and Traffic Services (MCTS), Marine Maintenance and Equipment Training, and Rescue, Safety and Environmental Response, including ongoing technical training for seagoing personnel. With Canada experiencing a shortage of mariners, delivery of the CCGOTP, one of the core College programs, will continue to be of utmost importance. The College provides future Coast Guard Officers with the knowledge, proficiency and ethos required to adapt and embrace change in a technologically challenging environment.

In 2009, the College developed a Transformation Plan to ensure it can respond to future Coast Guard Training requirements. In 2010, the College successfully created and staffed key positions in all program areas to enable delivery of its training and recruitment mandate. The creation of a Quality Assurance section will ensure that Coast Guard College programs meet the requirements of accrediting and certifying bodies, operations and program delivery meet regulations and safety and security standards, and quality programs are delivered.

In line with the Coast Guard strategy of developing and supporting people and the activities in the Pacific region, the College launched its first training week in the Fall of 2010. Over 220 CCG employees, including Officer Cadets, students in the MCTS *ab initio* development program and other federal employees, took advantage of 66 courses offered in both official languages. The Canada School of Public Service offered two sessions for new employees to the public service; these were attended by more than 120 individuals. A continued partnership with the School of Public Service resulted in delivery of courses in Human Resource Management, Supervisory Training and Managerial Training from the Coast Guard College campus in 2010.

The College continued to strengthen relationships with First Nations communities in Nova Scotia by hosting a meeting of the Nova Scotia First Nations' Education Working Group in May 2010. This meeting provided Directors of Education from 10 Mi'kmaq communities in Nova Scotia the opportunity to visit the College to gain an understanding of career opportunities with the Coast Guard. Building upon this initiative, the College and Unama'ki Economic Benefits Office, partnering with the Institute for Integrative Science and Health and the Nova Scotia Community College, sponsored a one-week Unama'ki Science Camp in July 2010. This program provided opportunities for 15 First Nations' students from five Cape Breton communities to participate in a blended program of theory and hands-on exposure to science programs, coupled with the opportunity to experience life as a student at the Coast Guard College and interact with College instructors.

Our partnership with the Unama'ki Economic Benefits Office has enabled the College to reach First Nations communities in Cape Breton and in Nova Scotia to a greater extent than in the past. It has also led to an exciting pilot initiative that will enable these communities to have greater awareness of job opportunities with the Canadian Coast Guard.

Throughout 2011, the College will continue to affect its transformation agenda, with the goal of providing the highest quality training, in both official languages, in response to Coast Guard's future requirements.

Marine Communications and Traffic Services

In 2010–2011, a two-week pilot refresher course for Marine Communications and Traffic Services Officers was delivered and was positively received. It has been shortened to eight days and it is expected that all MCTS officers will receive the course over a ten-year period.

COMMITMENT	DRIVER	LEAD
2011–2012		
Implement the Continuous Proficiency Training (Refresher) Course for MCTS Officers		***DG, MS; ED, College***

BENEFITS FOR EMPLOYEES...

Improved Employee Orientation Program provides new employees with an understanding of the context for their work and how they fit into the organization.

BENEFITS FOR MANAGERS...

Clarified training and development expenditures allow managers to create realistic annual budgets.

BENEFITS FOR THE ORGANIZATION...

The Developmental Language Training Framework structures CCG's approach to prioritize, select and approve employee requests for developmental language training.

Strategy 3

WHERE WE ARE

CCG will continue to focus on fair and effective management practices. During 2009–2010, the Coast Guard launched the Standard Organization (SO) to improve national consistency in HR management, and assessed and communicated the Public Service Employee Survey (PSES) results to all employees and unions. A series of consultations involving employees, managers and unions have helped the CCG establish a collaborative way forward. Increasing employee engagement will be a priority. Through the Performance Review System (PRS) CCG will also continue to support career development and ensure that meaningful performance discussions occur at all levels of the organization.

2010–2011 ACCOMPLISHMENTS

Transition to the Standard Organization is 66% complete

Approximately 824 Standard Organization positions have been linked to a National or Regional Model Work Description

Standard Organization

The Standard Organization (SO) was developed to enable more consistent service delivery, resolve classification anomalies and ensure the equitable distribution of resources.

Since its launch in 2009, the SO has become a vital step to ensuring fair and effective management and creating a truly national institution that operates consistently in all regions.

Significant work has been done to date to ensure a successful transition to the SO structure, including the development of an implementation roadmap and action plan, guiding principles, and roles and responsibilities. In 2009, a sub-committee of the Coast Guard's Management Board was established as the governance body to monitor and support CCG in its transition. Transition to the SO is now 66% complete.

Workforce analysis has identified impacted employees and potential solutions to their particular situations. An impact analysis report and a justification for invoking section 43 of the *Public Service Employment Act* (PSEA) were finalized and submitted to the Public Service Commission. Approval was received to invoke section 43 of the PSEA for priority clearance requests when staffing CCG affected employees.

CCG has also established a national strategy for implementing the SO. It is based on Functional Action Plans to determine implementation and classification priorities over the next two

years. Various tools have been developed and distributed to support managers. These include internal and external communication strategies, implementation guidelines, questions and answers and contact lists.

Communication with employees and the unions about the SO is an ongoing priority. An intranet site was created to provide employees with access to organizational charts, answers to frequently asked questions and contact lists. CCG continues to update employees on the status of the SO through face-to-face meetings and messages from the Commissioner.

Although transition to the SO is already 66% complete, emerging financial pressures and delays in classifying the remaining operational and non-operational work descriptions may prevent us from fully implementing the Standard Organization by spring 2012. Progress will continue to be measured and reported on a semi-annual basis through mid-year and year-end reviews of the Business Plan.

Public Service Employee Survey

The Public Service Employee Survey (PSES) is administered by all federal government departments and agencies. It provides information on demographics, employment-related skills, career expectations and employee concerns. The survey enables CCG to identify emerging human resources challenges and organizational needs.

The Public Service Employee Survey occurs every three years; the previous survey took place in 2008.

The 2008 PSES results were released in May 2009. In 2009–2010, Coast Guard assessed the results and communicated its findings to employees and unions. CCG responses were compared to those of the larger public service and to DFO. Within CCG, comparisons were made by occupational group, and between seagoing and shore-based personnel.

Using PSES results, the CCG identified three areas of strength and three areas where improvement is needed. The areas of strength are job satisfaction, having the right talent in the right place at the right time, and positive working relationships and effective communication. While CCG found that its employees are generally satisfied, some concerns were raised and the three areas for improvement were identified as executive leadership, effective and values-based staffing, and career opportunities and development.

Furthermore, CCG concluded that communication between employees and senior management could be improved. In an effort to improve employee communication and to learn more about the Agency, the Commissioner visited each Coast Guard region where he met face-to-face with many front line employees to discuss issues affecting their region and to share his views on the future of the Coast Guard. The

Commissioner took this opportunity to host Town Hall meetings in each regional headquarters to speak to our most recent achievements and to present the priorities the CCG will focus on over the next few years. He also visited shore-based operations and toured many of the Agency's vessels. During these visits, he met with various members of the Coast Guard Auxiliary, the Marine Advisory Boards, as well as partners and industry representatives. These visits allowed the Commissioner to get to know the Agency and the women and men who provide direct services to Canadians from coast to coast to coast.

CCG is also working to provide employees with regular updates on union-management discussions, improve work-life balance for employees and find ways to mitigate harassment in the workplace.

Through consultations with managers and unions, the CCG is forging a collaborative way forward. Concerns continue to be addressed through existing and planned CCG HR initiatives outlined in this Plan.

Performance Review System

CCG works continuously to modernize its operations, and to support career development and related learning. Meaningful discussions between supervisors and employees on performance and development are integral to these efforts.

As mentioned in Strategy 2, CCG promotes the use of performance reviews and learning plans. Performance reviews based on work objectives (for shore-based employees) and performance rating factors (for seagoing employees) benefit individual employees and the organization.

As indicated in Table M, 94% of shore-based personnel had a performance review discussion with their managers in 2009–2010. In 2010–2011, 95% of shore-based employees have identified work objectives and discussed them with their manager.

Seagoing employees do not establish work objectives and have an extended PRS cycle due to the operational nature of their work. Although the evaluation period mirrors the shore-based cycle, beginning April 1 and ending on March 31, seagoing personnel have until December 31 to report on the previous year's performance. In 2009–2010, 77% of seagoing personnel had a performance review discussion with their manager.

Table M

Regional Performance Review Breakdown

SHORE-BASED EMPLOYEES			
REGION	EMPLOYEES IN INDETERMINATE AND TERM POSITIONS FOR OVER 6 MONTHS	EMPLOYEES WITH WHOM A PERFORMANCE REVIEW DISCUSSION WAS HELD IN 2009–2010	
		NUMBER	PERCENTAGE
NL	367	311	85%
MAR	349	349	100%
QUE	303	280	92%
C&A	295	279	95%
NCR	334	326	98%
PAC	457	434	95%
College	95	90	95%
Total	2 200	2 069	94%
REGION	EMPLOYEES IN INDETERMINATE AND TERM POSITIONS FOR OVER 6 MONTHS	EMPLOYEES FOR WHOM WORK OBJECTIVES WERE ESTABLISHED IN 2010–2011	
		NUMBER	PERCENTAGE
NL	356	338	95%
MAR	348	348	100%
QUE	326	282	87%
C&A	303	282	93%
NCR	328	326	99%
PAC	451	437	97%
College	90	89	99%
Total	2 202	2 102	95%

SEAGOING EMPLOYEES			
REGION	EMPLOYEES IN INDETERMINATE AND TERM POSITIONS FOR OVER 6 MONTHS	EMPLOYEES WITH WHOM A PERFORMANCE REVIEW DISCUSSION WAS HELD IN 2009–2010	
		NUMBER	PERCENTAGE
NL	692	389	56%
MAR	436	302	69%
QUE	369	336	91%
C&A	239	206	86%
PAC	546	452	83%
Total	2 282	1 685	77%

Note: Numbers are cumulative and based on the total number of employees who were required to set work objectives and with whom a performance review discussion was held within the fiscal year indicated.

WHAT WE WILL DO

Standard Organization

Coast Guard's efforts to improve national consistency in human resources management will continue through the transition to the Standard Organization (SO). It will ensure that service delivery is standardized, employees who do the same work are classified and compensated in the same way, and resources are appropriately distributed among regions.

CCG remains committed to SO implementation and to ensuring that tools are developed as required. Although transition to the SO is now 66% complete, emerging financial pressures and delays in classifying the remaining operational and non-operational work descriptions may prevent us from fully implementing the Standard Organization by spring 2012. An assessment of the impact of these constraints and challenges on Standard Organization implementation will be conducted.

CCG will continue to update employees on the status of the SO through face-to-face meetings and messages from the Commissioner. Progress will continue to be measured and reported on a semi-annual basis through mid-year and year-end reviews of the Business Plan, and will be communicated to unions at CCG Union-Management Consultation Committee meetings.

COMMITMENT	DRIVER	LEAD
2011–2012		
Continue transition to Standard Organization	*AG PSES*	*CCG MB Members*

Public Service Employee Survey

CCG will continue to ensure that employees' voices are heard, and that their concerns are addressed.

Based on discussions with employees, management and unions, CCG will focus on the effectiveness of its internal communications by facilitating timely and ongoing flow of information via regular staff meetings, correspondence from the Commissioner, union-management discussion updates and employee involvement in decisions that affect them.

The 2011 PSES will be administered from August 29 to September 30. CCG will encourage all employees to take part and will look at creative ways to increase PSES response rates among its seagoing personnel. In doing so Coast Guard will ensure that all future survey responses offer a more accurate reflection of CCG employees' needs.

By committing to act upon the results of PSES surveys and ensuring more open communication among managers, employees and unions, the CCG will continue to achieve excellence in our workplace and in our service to Canadians.

COMMITMENT	DRIVER	LEAD
2012–2013		
Assess the results of the 2011 PSES and disseminate findings to employees and unions	***PSES***	***CCG MB Members***

Performance Review System

The CCG will promote and monitor the PRS and learning plan cycles to ensure that the number of employees who receive performance reviews, create work objectives and set individual learning plans continues to improve.

It has been three years since the launch of the Coast Guard PRS. In order to ensure that meaningful performance discussions continue to be held at all levels of the organization, CCG will evaluate its PRS in 2011–2012 and develop an action plan to improve its effectiveness. In doing so, CCG will also aim to increase Performance Review and Individual Learning Plan completion rates across the organization, particularly for seagoing personnel.

COMMITMENT	DRIVER	LEAD
2011–2012		
Evaluate the Performance Review System and develop an action plan to improve its effectiveness	***PSES***	***DG, IBMS; DG, Fleet***
2012–2013		
Implement the action plan to improve the Performance Review System	***PSES***	***CCG, MB Members***

CCG College

In 2011–2012, the College will complete implementation of its transformation plan by putting in place improved governance structures and by improving its capacity to deliver bilingual training to meet the needs of the Canadian Coast Guard.

The College will also work on developing an operational training governance framework with program partners in Fleet, Maritime Services and Integrated Technical Services in 2011–2012. This document will provide clarity on roles and responsibilities with regard to operational training across the Coast Guard, and will strengthen our capacity to plan and deliver Coast Guard's short and longer term training needs.

COMMITMENT	DRIVER	LEAD
2011–2012		
Continue implementation of the Coast Guard College Transformation Plan		***ED, College***
Develop a CCG operational training governance framework		***ED, College; DG, Fleet; DG, ITS; DG, MS***
2012–2013		
Implement the CCG operational training governance framework		***ED, College; DG, Fleet; DG, ITS; DG, MS***
2013–2014		
Evaluate the CCG operational training governance framework		***ED, College; DG, Fleet; DG, ITS; DG, MS***

BENEFITS FOR EMPLOYEES...

PRS ensures that employees engage in meaningful performance discussions with their managers and set individual learning plans to further their career aspirations.

BENEFITS FOR MANAGERS...

Standard Organization will improve national consistency in human resources management.

BENEFITS FOR THE ORGANIZATION...

The 2011 PSES survey will allow the Agency to hear employee concerns and address them accordingly.

The Canadian Coast Guard is navigating through a period of significant change characterized by global economic uncertainty, increased demands for our services, significant investments in the renewal of our fleet, and the prospect of unprecedented rates of retirement among our most seasoned employees.

With our *2011–2014 Strategic Human Resources Plan*, we are positioning ourselves to manage these challenges through targeted recruitment, support to our people, and by ensuring our management structure is fair and effective. Our capacity to adapt, both individually and as an organization, will be an ongoing source of strength.

CCG's professional and dedicated employees, who care about their jobs and live by the motto of *Safety First, Service Always*, continue to provide the drive we need to succeed.

by Region (2006-2010)

PACIFIC

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	851	98	0	15	0	964
2007	844	90	0	10	2	946
2008	808	127	0	7	2	944
2009	800	97	0	1	2	900
2010	789	69	0	1	3	862

CENTRAL AND ARCTIC

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	413	10	103	13	1	540
2007	411	22	97	16	0	546
2008	409	13	80	19	0	521
2009	412	25	81	8	1	527
2010	411	14	78	2	0	505

QUEBEC

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	503	45	142	42	0	732
2007	504	36	137	69	0	746
2008	514	90	148	21	0	773
2009	512	36	145	15	2	710
2010	502	68	156	32	1	759

MARITIMES

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	882	6	42	124	1	1 055
2007	867	58	40	2	0	967
2008	799	83	37	21	0	940
2009	783	93	37	23	0	936
2010	754	71	38	16	0	879

NEWFOUNDLAND AND LABRADOR

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	733	84	0	17	2	836
2007	734	115	0	15	11	875
2008	727	56	0	16	4	803
2009	762	70	0	10	3	845
2010	862	66	0	9	6	943

CANADIAN COAST GUARD COLLEGE

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	157	1	1	6	0	165
2007	152	0	1	15	0	168
2008	154	2	1	11	0	168
2009	183	0	0	5	11	194
2010	204	5	1	13	1	224

NATIONAL CAPITAL REGION

YEAR	IND.	TERM	SEAS.	CASUAL	STU.*	TOTAL
2006	246	9	0	19	3	277
2007	272	11	0	19	4	306
2008	269	12	1	19	9	310
2009	318	7	0	18	10	353
2010	351	9	0	10	15	385

Note: 2006 figures were gathered on September 30; figures for all other years were gathered on April 1. Figures do not include the higher number of students typically employed in the summer.

Strategy 1: A Qualified and Representative Workforce

COMMITMENT	DRIVER	LEAD
2011–2012		
Evaluate effectiveness of the revamped Careers Page		***DG, IBMS***
Implement CCG commitments stemming from the new 2011–2014 DFO Employment Equity Management Action Plan	***EE MAP***	***CCG MB Members***
Implement the Operational Women's Network	***EE MAP***	***DG, Fleet***
Participate in the Aboriginal Bridging Pilot Project to recruit students into the Canadian Coast Guard Officer Training Program	***EE MAP***	***ED, College***
Implement the Third Class Engineer Certification module of the Ships' Crew Certification Program		***DG, Fleet***
2012–2013		
Implement CCG commitments stemming from the new 2011–2014 DFO Employment Equity Management Action Plan	***EE MAP***	***CCG MB Members***
Implement the Aboriginal Bridging Pilot Project into the Officer Training Program	***EE MAP***	***ED, College***
Continue implementation of the Third Class Engineer Certification module of the Ships' Crew Certification Program		***DG, Fleet***
Review the MCTS *ab initio* development program		***DG, MS***
2013–2014		
Implement CCG commitments stemming from the new 2011–2014 DFO Employment Equity Management Action Plan	***EE MAP***	***CCG MB Members***
Evaluate and report on the success of the Aboriginal Bridging Pilot Project for consideration in future recruitment strategies	***EE MAP***	***ED, College***
Conduct analysis on additional certificate training opportunities through use of the Ships' Crew Certification Program		***DG, Fleet***
Develop an action plan with a view of implementing recommendations of the MCTS *ab initio* development program		***DG, MS; ED, College***

Strategy 2: Develop and Support People

COMMITMENT	DRIVER	LEAD
2011–2012		
Develop the expansion of the Leadership Development Pilot Program to include the Canadian Coast Guard College and the National Capital Region	*PSES*	*AC, NL*
Implement ENG-03 Coaching and Mentoring Program		*DG, ITS*
Launch the CCG Orientation Program for new employees		*DG, IBMS*
Provide opportunities to improve College employees' official language competencies		*ED, College*
Implement the Continuous Proficiency Training (Refresher) course for MCTS Officers		*DG, MS; ED, College*
2012–2013		
Implement the expanded Leadership Development Program	*PSES*	*CCG MB Members*

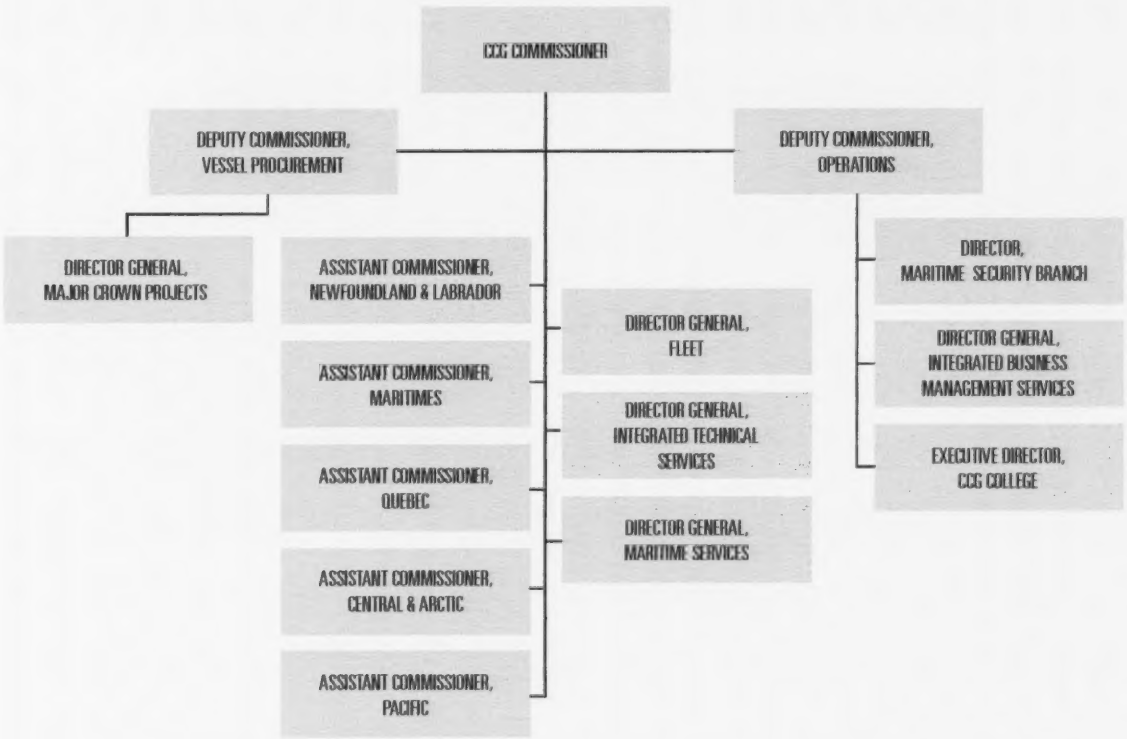
Strategy 3: Fair and Effective Management

COMMITMENT	DRIVER	LEAD
2011–2012		
Continue transition to Standard Organization	*AG* *PSES*	*CCG MB Members*
Assess the results of the 2011 PSES and disseminate findings to employees and unions	*PSES*	*CCG MB Members*
Evaluate the Performance Review System and develop an action plan to improve its effectiveness	*PSES*	*DG, IBMS* *DG, Fleet*
Continue implementation of the Coast Guard College Transformation Plan		*ED, College*
Develop a CCG operational training governance framework		*ED, College; DG, Fleet; DG, ITS; DG, MS*
2012–2013		
Implement the action plan to improve Performance Review System	*PSES*	*CCG MB Members*
Implement the CCG operational training governance framework		*ED, College; DG, Fleet; DG, ITS; DG, MS*
2013–2014		
Evaluate the CCG operational training governance framework		*ED, College; DG, Fleet; DG, ITS; DG, MS*

The following table summarizes CCG's commitments as identified in the 2008–2011 DFO EE MAP and our results as of March 2011.

2008–2011 DFO EE MAP COMMITMENTS	LEAD	TARGET DATE
Annually — 2008–2011 — CCG had committed to...		
Set aside some funds to pay for Marine Emergency Duties (MED) certification for women candidates and other candidates from EE designated groups, where representation gaps exist in DFO.	***DG, Fleet***	***April - Annually***
Consider EE designated group members first when loading Ships' Crew inventories.	***ACs***	***Ongoing***
Increase the use of targeted recruitment tools (e.g., FSWEP, Student Bridging, DFO and PSC EE Recruitment Programs).	***DGs, ACs and ED, CCG College***	***Ongoing***
Share more employment opportunities through a wider variety of mechanisms such as ethno cultural and alternate format media when conducting advertised processes.	***DGs, ACs and ED, CCG College***	***Ongoing***
Deliver information presentations on EE to management committees (in regions and sectors) and their extended management teams, and that attendance at a session be mandatory.	***DG, IBMS***	***Ongoing***
Provide career counselling/mentoring sessions to SC women for employee career growth.	***ACs***	***Ongoing***
Maintain a network of women who represent Ships' Crew members to provide support and suggestions for managers.	***DG, Fleet***	***Ongoing***
Educate hiring managers on the Official Languages requirements for positions.	***ACs***	***Ongoing***
Provide members of EE designated groups with more acting opportunities in the Scientific and Professional, Technical and Operational categories where they are under-represented, through HR Planning processes.	***ACs***	***Ongoing***
Encourage regional participation on EE/Diversity Committees.	***DGs, ACs and ED, CCG College***	***Ongoing***
National/Regional EE/Diversity Committees will : - Be restructured to become mechanisms for communication - Establish specific work plans - Provide answers to designated groups' issues and concerns - Provide input into new and/or revised departmental policies / programs from an EE perspective - Be provided with budgets	***DGs and ACs***	***Ongoing***

2008–2011 DFO EE MAP COMMITMENTS	LEAD	TARGET DATE
In 2010–2011 — CCG had committed to...		
Develop a form letter to be sent to women applicants for SC positions who have sent in unsolicited resumes but do not meet the requirements, informing them of the need to possess MED and where the training is available.	***DG, Fleet***	***Completed***
Remove the requirement for women to possess a Marine Emergency Duty (MED) certification in order to apply for Ships' Crew positions. Successful completion of MED would become a Condition of Employment. This initiative may be extended to other EE designated groups, where EE representation gaps exist.	***DG, Fleet***	***Completed***
Eliminate the requirement for Canadian Coast Guard Ships' Officers-cadet candidates to possess two credits of high school, post-secondary or equivalency in French or English as a second language.	***ED, CCG College***	***Completed***
As part of the Canadian Coast Guard National Ships' Crew Recruitment Program currently under development, develop a Ships' Crew recruitment package for use internally and externally in the regions that are strategically located in selected organizations of and for persons with disabilities.	***DG, Fleet***	***Completed***
Review all promotional material under development to ensure that women are depicted and considered in the material.	***Executive Director, NLFRD***	***Completed***
As part of the Canadian Coast Guard National Ships' Crew Recruitment Program currently under development, develop a Ships' Crew recruitment package for use internally and externally in the regions that are strategically located in selected organizations of and for women.	***DG, IBMS***	***Completed***
The outreach material will target women and allow them to see themselves in work at sea.	***Executive Director, NLFRD***	***Completed***
The outreach material will target persons with disabilities and allow them to see themselves in work at sea.	***DG, IBMS***	***Completed***
Provide members of EE designated groups with more acting opportunities in the Scientific and Professional, Technical and Operational categories where they are under-represented, through HR Planning processes.	***ACs***	***Completed***
Make outreach material available to regions for distribution at career and outreach events targeting secondary and College students, emphasizing the Agency's need for a diverse workforce.	***Executive Director, NLFRD***	***Completed***
Continue DFO's participation in the Partners for Workplace Inclusion Program where it has offices: - Vancouver, BC - St John's, NL	***ACs in Pacific and NL***	***Completed***


CCG COMMISSIONER
DEPUTY COMMISSIONER, VESSEL PROCUREMENT
DEPUTY COMMISSIONER, OPERATIONS
DIRECTOR GENERAL, MAJOR CROWN PROJECTS
ASSISTANT COMMISSIONER, NEWFOUNDLAND & LABRADOR
ASSISTANT COMMISSIONER, MARITIMES
ASSISTANT COMMISSIONER, QUEBEC
ASSISTANT COMMISSIONER, CENTRAL & ARCTIC
ASSISTANT COMMISSIONER, PACIFIC
DIRECTOR GENERAL, FLEET
DIRECTOR GENERAL, INTEGRATED TECHNICAL SERVICES
DIRECTOR GENERAL, MARITIME SERVICES
DIRECTOR, MARITIME SECURITY BRANCH
DIRECTOR GENERAL, INTEGRATED BUSINESS MANAGEMENT SERVICES
EXECUTIVE DIRECTOR, CCG COLLEGE

Trends (2006–2010)

NEWFOUNDLAND AND LABRADOR

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	235	130	-105
2007	238	143	-95
2008	241	158	-83
2009	210	176	-34
2010	217	181	-36

CANADIAN COAST GUARD COLLEGE

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	N/A	N/A	N/A
2007	54	52	-2
2008	49	48	-1
2009	59	63	4
2010	60	65	5

NATIONAL CAPITAL REGION

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	181	150	-31
2007	182	155	-27
2008	199	178	-21
2009	225	216	-9
2010	231	248	17

PACIFIC

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	337	256	-81
2007	321	236	-85
2008	313	243	-70
2009	358	254	-104
2010	353	263	-90

MARITIMES

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	290	248	-42
2007	265	230	-35
2008	256	239	-17
2009	206	225	19
2010	199	233	34

QUEBEC

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	170	159	-11
2007	182	187	5
2008	189	207	18
2009	216	207	-9
2010	210	202	-8

CENTRAL & ARCTIC

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	185	169	-16
2007	183	176	-7
2008	192	182	-10
2009	206	200	-6
2010	204	196	-8

NATIONAL

YEAR	AVAILABILITY	REPRESENTATION	GAP
2006	1 399	1 112	-287
2007	1 422	1 179	-243
2008	1 439	1 255	-184
2009	1 482	1 341	-141
2010	1 473	1 388	-85

Notes: The statistics above depict the overall representation and availability of the four designated EE groups for each region, and do not take into account group specific disparity. Statistics are gathered on September 31 of each year. Workforce availability statistics were modified as of September 2009 based on analysis of the 2006 Census. Finally, prior to 2007, the CCG College was not analyzed as a separate entity, so a trend analysis cannot be conducted.

AC	Assistant Commissioner
ACFO	Association of Canadian Financial Officers
BFOR	*Bona Fide* Occupational Requirement
B.SC.	Bachelor of Science
CAPE	Canadian Association of Professional Employees
CAW	Canadian Auto Workers
CCG	Canadian Coast Guard
CCG MB	Canadian Coast Guard Management Board
CCGOTP	CCG Officer Training Program
CHRC	Canadian Human Rights Commission
CMSG	Canadian Merchant Service Guild
DFO	Fisheries and Oceans Canada
DG	Director General
EE	Employment Equity
EE MAP	Employment Equity Management Action Plan
ENG	Engineers
IBEW	International Brotherhood of Electrical Workers
IND	Indeterminate
MB	Management Board
MCTS	Marine Communications and Traffic Services
MED	Marine Emergency Duties
MELDEV	Marine Electronics Development
OWN	Operational Women's Network
PIPSC	Professional Institute of the Public Service of Canada
PRS	Performance Review System
PSAC	Public Service Alliance of Canada
PSEA	*Public Service Employment Act*
PSES	Public Service Employee Survey
SAR	Search and Rescue
SEAS	Seasonal
SO	Standard Organization
STU	Student
TBS	Treasury Board Secretariat
UCTE	Union of Canadian Transportation Employees
WFA	Workforce Availability

Occupational Groups

AS	Administrative Services
CR	Clerical and Regulatory
EG	Engineering and Scientific Support
EL	Electronics
EN/ENG	Engineering
EX	Executive Group
GL	General Labour and Trades
GT	General Technical
LI	Lightkeepers
RO	Radio Operations
SC	Ships' Crew
SO	Ships' Officers
TI	Technical Inspection

CCG Regions

C&A	Central and Arctic
MAR	Maritimes
NCR	National Capital Region
NL	Newfoundland and Labrador Region
PAC	Pacific Region
QUE	Quebec

CCG Directorates

IBMS	Integrated Business Management Services
ITS	Integrated Technical Services
MS	Maritime Services
NLFRD	National Labour Force Renewal Directorate
VP	Vessel Procurement